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Nov. 1986—

URBAN/MUNICIPAL

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF
DIRECTORS

NOVEMBER 14, 1986 - DECEMBER 1986



Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9

Tel. 416/523-5883

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, November 14, 1986
9:00 A.M.

Copps Coliseum Board Room

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GOVERNMENT DOCUMENTS

AGENDA

1. **Chairman's Remarks**
2. **Minutes of October 10, 1986** Attachment 2
 - 2.1 Errors or Omissions
 - 2.2 Motion for Approval
- Business Arising From the Minutes**
4. **Committee Reports/Minutes**
 - 4.1 Copps Coliseum Committee Eighth Report Attachment 4.1
 - 4.1.1 Copps Coliseum Committee Minutes of September 29, 1986 Attachment 4.1.1
 - 4.2 Hamilton Place Committee Eighth Report Attachment 4.2
 - 4.2.1 Hamilton Place Committee Minutes of September 25, 1986 Attachment 4.2.1
 - 4.3 Hamilton Convention Centre Committee Eighth Report Attachment 4.3
 - 4.3.1 Hamilton Convention Centre Minutes of September 26, 1986 Attachment 4.3.1
 - 4.4 Audit & Finance Committee Twelfth Report ~~Attachment 4.4~~
 - 4.4.1 Audit & Finance Committee Minutes of September 30th and October 6th, 1986 Attachment 4.4.1
 - 4.5 Audit & Finance Committee Thirteenth Report Attachment 4.5
5. **Report by Director of Marketing** Attachment 5

6. **New Business**

- 6.1 Expiration of Term of Office of Three
Members of the HECFI Board of Directors
- 6.2 Directors' and Officers' Liability Policy

Attachment 6.1
Attachment 6.2

7. **Other Business**

- 7.1 Letter dated October 29, 1986 from
Mr. Sam Cino
- 7.2 Status of Board of Directors of the
Two HECFI Foundations

~~Attachment 7.1~~
Attachment 7.2

8. **Tour of Private Box in Copps Coliseum**

9. **Date of Next Meeting**

December 12, 1986
9:00A.M.
Copps Coliseum Board Room

10. **Adjournment**

Patricia Bennett
Secretary to the Board
November 10, 1986

1. Introduction

2. Methodology

3. Results

4. Discussion

5. Conclusion

6. References

7. Appendix

8. Acknowledgments

Regular Minutes of October 10, 1986

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, October 10, 1986

9:00 A.M.

Copps Coliseum Board Room

MINUTES OF REGULAR SESSION

PRESENT: Mr. D. Braley, Chairman of the Board
Alderman B. Hinkley
Mr. T. Yates
Mayor R. Morrow
Alderman R. Wheeler
Alderman J. Gallagher
Mr. T. Casey
Mr. S. Cino
Mr. D. Hector
Mr. W. McFarland
Mr. D. Beattie

REGRETS: Mrs. J. Gowland
Dr. C. Bart
Alderman T. Murray

MEDIA: Mr. Bob Ireland, C.H.C.H. T.V.
Miss P. Priegert, The Spectator

1. Chairman's Remarks

The Chairman welcomed everyone to the meeting. The Secretary confirmed that Board Members had been properly notified and the meeting was duly constituted for business.

Mayor Morrow presented Mr. T. Yates, Chairman, Hamilton Convention Centre Committee, with a proclamation of Hamilton Convention Centre Week, October 12 - 18, 1986. In presenting the proclamation Mayor Morrow commended HCC management for the very successful conclusion of the first five years of operation. Attachment 5 of the Agenda package outlines some of the events planned for the week.

In-Camera Session

MOVED by Mr. Cino, seconded by Mr. Casey that

THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motions were carried during the In-Camera Session:

THE IN-CAMERA MINUTES OF SEPTEMBER 12, 1986 BE ACCEPTED.

THE REPORT COPPS COLISEUM ARENA FLOOR CONSTRUCTION DEFECT
DATED OCTOBER 6, 1986 BE RECEIVED FOR INFORMATION.

THE COPPS COLISEUM COMMITTEE SEPTEMBER 29TH IN-CAMERA REPORT
BE APPROVED AND ENDORSES THE FOLLOWING RECOMMENDATION:

THAT THE REPORT ENTITLED CONCESSIONS, DATED 1986
SEPTEMBER 23 AS SUBMITTED BY THE DIRECTOR OF HAMILTON
CONVENTION CENTRE, BE APPROVED.

THE PLAQUE OF VICTOR K. COPPS BE ACCEPTED FROM MRS. GERALDINE
COPPS IN PLACE OF THE CONSTRUCTION OF A BUST.

THE COPPS COLISEUM IN-CAMERA MINUTES OF AUGUST 25, 1986 BE
RECEIVED FOR INFORMATION.

THE AUDIT & FINANCE TENTH IN-CAMERA REPORT BE RECEIVED FOR
INFORMATION AND ACTION.

THE AUDIT & FINANCE IN-CAMERA MINUTES OF SEPTEMBER 2, 1986 BE
RECEIVED FOR INFORMATION.

THE IN-CAMERA SESSION BE ADJOURNED.

2. Minutes of September 12, 1986

MOVED by Alderman Wheeler, seconded by Mr. McFarland that

THE SEPTEMBER 12, 1986 MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

3. Business Arising From the Minutes

Nil

4. Committee Reports/Minutes

4.1 Copps Coliseum Committee Seventh Report

MOVED by Mr. McFarland, seconded by Mr. Casey that

**THE COPPS COLISEUM COMMITTEE SEVENTH REPORT BE APPROVED AND
THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:**

**THAT THE REPORT ENTITLED COPPS COLISEUM - EXTERIOR
SIGNAGE ADDITIONS AND REVISIONS - AWARD OF CONTRACT AS
SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM BE
APPROVED;**

THAT THE CAPITAL BUDGET FOR 1987 - 1991 BE APPROVED.

MOTION CARRIED.

The following items were received for information:

- (i) Booking Confirmations;
- (ii) The report entitled Update - One Millionth Visitor
-Copps Coliseum as submitted by the Director of
Marketing;
- (iii) The Consolidated Unaudited Operating Results for Copps
Coliseum for the Eighth Month Period Ended August 31,
1986;
- (iv) The Unaudited Operating Results for The Central
Utilities Plant for the Eighth Month Period Ended
August 31, 1986;
- (v) The Report by the Director of Copps Coliseum.

4.1.1 Copps Coliseum Committee Minutes of August 25, 1986

MOVED by Mr. McFarland, seconded by Mr. Cino that

**THE COPPS COLISEUM COMMITTEE MINUTES OF AUGUST 25, 1986 BE
RECEIVED FOR INFORMATION.**

MOTION CARRIED.

4.2 Hamilton Place Committee Seventh Report

MOVED by Mr. Hector, seconded by Mr. Cino that

THE HAMILTON PLACE COMMITTEE SEVENTH REPORT BE APPROVED AND
THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

THAT THE TERMS OF AGREEMENT BETWEEN HECFI AND IATSE,
LOCAL 129 - SEPTEMBER 1, 1986 TO AUGUST 31, 1988 -
NEGOTIATED BY MR. BURROWS AND MR. CONACHER WITH THE
IATSE COMMITTEE, BE APPROVED;

THAT THE CONTRACT FOR STAGE FLOOR REINFORCEMENT BE
AWARDED TO THE LOWEST BIDDER, RUFFELL CONSTRUCTION, FOR
\$18,998. AND THAT THE PERSONNEL HOIST BE AWARDED TO THE
LOWEST BIDDER, STEEPLEJACK SERVICES LIMITED, FOR
\$28,400. DESIGNATING THE HAMILTON PLACE CAPITAL
IMPROVEMENT SURCHARGE FUND AS THE RECOMMENDED SOURCE OF
FUNDS;

THAT THE CAPITAL IMPROVEMENT SURCHARGE, HAMILTON PLACE,
BE ADMINISTERED AND CONTROLLED BY THE HECFI BOARD AND
THAT THE CITY TREASURER BE ADVISED OF ALL DISBURSEMENTS
AUTHORIZED BY THE BOARD;

Note: It was reported that the City's Executive
Committee has approved the foregoing recommendation;
final approval to be requested of City Council.

THAT NO FURTHER PAYMENTS BE MADE FROM HECFI FUNDS TO
THE BOARD OF DIRECTORS OF THE CANADIAN INTERNATIONAL
ANIMATED FILM FESTIVAL - HAMILTON 1986 AND THAT THE
\$19,000. REMAINING OF THE CITY'S PLEDGE BE HELD IN
ESCROW UNTIL FUNDING SOURCES ARE DETERMINED AND
HAMILTON PLACE ACTUAL EXPENDITURES ON BEHALF OF THE
FESTIVAL ARE DOCUMENTED;

Note: Ten Thousand Dollars (\$10,000.) has been paid
to CIAF by the City of Hamilton directly; Twenty-One
Thousand Dollars (\$21,000.) has been approved for
payment from the HECFI Special Events Subsidy Fund to
the Hamilton Place operating account, 1986, for the
cost of space rental and front of house staff; Nineteen
Thousand Dollars (\$19,000.) remains of the City's
pledge; the cost of equipment and stage labour
(including projectionists) is estimated at \$21,000.;
Source of funds to complete the City's commitment has
yet to be identified.

MOTION CARRIED.

The following items were received for information:

- (i) Capital Budget Submission;
- (ii) Programming update;
- (iii) School Programming - Assistant Director's Report.

4.2.1 Hamilton Place Committee Minutes of August 19, 1986

MOVED by Mr. Hector, seconded by Alderman Wheeler that

THE HAMILTON PLACE COMMITTEE MINUTES OF AUGUST 19, 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.3 Hamilton Convention Centre Committee Seventh Report

MOVED by Mr. Yates, seconded by Alderman Wheeler that

THE HAMILTON CONVENTION CENTRE COMMITTEE SEVENTH REPORT BE APPROVED AND ENDORSES THE FOLLOWING RECOMMENDATION:

THAT APPROVAL BE GIVEN TO THE CAPITAL BUDGET WITH THE EXCEPTION OF ITEM 6 (ELECTRONIC MESSAGE CENTRE).

MOTION CARRIED.

The following information items were received:

- (i) Directors's Report for August 1986;
- (ii) Marketing Up-Date Report;
- (iii) Unaudited Operating Results for the Eighth Month Period Ended August 31, 1986;
- (iv) An additional sum of \$584.96 will be expended to purchase six utility carts; this amount is over and above the \$1,264.00. previously approved and it was clarified that the additional sum will be expended to purchase stainless steel carts rather than Rubbermaid carts as they are more suitable to the Centre's needs;
- (v) HCC will purchase a further refrigeration unit for the total price of \$9,604.53 from Wilson - Gregory Refrigeration (lowest of three quotations) to augment current equipment.

4.3.1 Hamilton Convention Centre Minutes of August 29, 1986

MOVED by Mr. Yates, seconded by Alderman Wheeler that

THE HAMILTON CONVENTION CENTRE MINUTES OF AUGUST 29, 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.4 Audit & Finance Committee Tenth Report

MOVED by Mr. McFarland, seconded by Mr. Cino that

THE AUDIT & FINANCE COMMITTEE TENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT THE JOB FACT SHEET FOR THE POSITION OF ACCOUNTING CLERK (MACNAB ARMS' RESTAURANT) FOR THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE AUTHORIZED AND CLASSIFIED IN SALARY SCHEDULE 105C (1986 RATE), \$20,432.36, \$21,518.64, \$22,496.76, \$23,474.36, \$24,453.00 PER ANNUM FOR A ONE-YEAR CONTRACT, SUBJECT TO THE SALARY STUDY; AND

THAT THE POSITION BE POSTED INTERNALLY BY THE DIRECTOR OF HUMAN RESOURCES OF THE CITY OF HAMILTON AND IN THE EVENT THAT A SUITABLE CANDIDATE CANNOT BE SELECTED FROM WITHIN ORGANIZATIONS OF THE CITY OF HAMILTON, INCLUDING HECFI, THAT THE DIRECTOR OF HUMAN RESOURCES BE AUTHORIZED TO ADVERTISE THE POSTING OUTSIDE; AND

THAT THE APPLICABLE PORTION OF THE COST OF THIS POSITION BE CHARGED BACK TO THE OPERATING STATEMENT OF THE MACNAB ARMS' RESTAURANT ON THE BASIS OF TIME SPENT.

Note: The salary classification for the position has been determined by the City's Human Resources Department. It will be reviewed by the salary consultants prior to being posted. The position is expected to be filled no earlier than two weeks prior to the opening of the restaurant.

MOTION CARRIED.

The following items were received for information:

- (i) The Unaudited Operating Results of HECFI for the Eighth Month Period Ended August 31, 1986;
- (ii) The Unaudited Operating Results of the Central Utilities Plant for the Eighth Month Period Ended August 31, 1986;
- (iii) The interim audit has been completed; HECFI's internal controls are operating effectively;
- (iv) The Status Report on the Compensation Study.

4.4.1 Audit & Finance Committee Minutes of September 2, 1986

MOVED by Mr. McFarland, seconded by Mr. Cino that

THE AUDIT & FINANCE COMMITTEE MINUTES OF SEPTEMBER 2, 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.2 Audit & Finance Committee Eleventh Report

The Audit & Finance Committee Eleventh Report was reviewed.

MOVED by Mr. McFarland, seconded by Mr. Hector that

THE CONTRACT FOR STAGE FLOOR REINFORCEMENT BE AWARDED TO THE LOWEST BIDDER, RUFFELL CONSTRUCTION, FOR \$18,998. AND THAT THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND BE DESIGNATED AS THE RECOMMENDED SOURCE OF FUNDS.

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Mr. Cino that

THAT THE BALANCE OF \$19,000. REMAINING IN THE CITY PLEDGE IN THE TOTAL AMOUNT OF \$50,000. FOR 1986 RELATIVE TO THE CANADIAN INTERNATIONAL ANIMATION FESTIVAL BE HELD IN ESCROW FOR HAMILTON PLACE EXPENSES UNTIL THE FUNDING SOURCE IS DETERMINED BY THE CITY OF HAMILTON.

Note: Nineteen thousand (\$19,000.) is required to cover \$10,000. in estimated stage labour (IATSE) costs and \$9,000. in equipment rentals; these amounts will be paid by Hamilton Place.

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Mr. Cino that

THE 1987 - 1991 CAPITAL BUDGET PROGRAMME FOR HECFI BE APPROVED AS AMENDED PRIOR TO BEING SUBMITTED TO THE CITY'S EXECUTIVE COMMITTEE FOR APPROVAL.

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Mr. Hector that

THE 1987 - 1991 CAPITAL BUDGET PROGRAMME FOR CUP BE APPROVED PRIOR TO BEING SUBMITTED TO THE CITY'S EXECUTIVE COMMITTEE FOR APPROVAL.

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Mr. Hector that

THE QUOTATION SUBMITTED BY STRAND LIGHTING, MISSISSAUGA, ONTARIO, IN THE AMOUNT OF \$242,129.13., INCLUSIVE OF TAXES, FOR UPDATING THE LIGHTING SYSTEMS FOR THE GREAT HALL AND STUDIO THEATRE OF HAMILTON PLACE BE ACCEPTED; AND

THAT THE PURCHASE BE FINANCED FROM THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND AND THAT THE CITY'S EXECUTIVE COMMITTEE BE ADVISED.

MOTION CARRIED.

The following item was received for information:

- (i) Marketing Report covering the City of Hamilton and HECFI's participation in the bid for the 1990 Men's World Basketball Championships.

5. Report by Director of Marketing

Mr. Bogden presented the Marketing Report and invited discussion. Alderman Hinkley advised that the Hamilton Fire Fighters would like to run a fund raising event (volley ball game between the Fire Fighters and City Aldermen) in conjunction with a Copps Coliseum event in order to raise funds for the Burn Unit and suggested the NBA basketball game as a possibility. It was clarified that management (the Director of Marketing and the CEO) would have to discuss the issue with the promoter.

The Chairman of the Board commended the Hamilton Convention Centre for its success in booking events and stated that business generated from such events were a boost to the downtown business core and area hotels. Mr. Braley made specific referral to Appendix A which listed the conferences, numbers of delegates, etc. The Director of the HCC responded stating that this was the "best September ever and second best month that the HCC has ever had."

Mr. Bogden reported that current attendance figures for Copps Coliseum are between 500,000 and 600,000.

It was further reported that Hamilton Place has a significant number of bookings for the remainder of the year.

MOVED by Mr. McFarland, seconded by Alderman Gallagher that

THE MARKETING UPDATE REPORT DATED OCTOBER 10, 1986 BE RECEIVED.

MOTION CARRIED.

6. New Business

Nil

7. Other Business

7.1 HECFI Hockey Game

Alderman Gallagher suggested that members of staff play the Members of the Board a hockey game.

7.2 Purchasing Policy

Mr. Hector queried whether a specific HECFI policy should be developed with respect of awarding contracts to local as opposed to regional suppliers. Alderman Hinkley responded by stating that the City of Hamilton does not have a specific policy but that with each contract the benefits of having a local supplier as opposed to an out-of-town supplier should be examined; this practice is preferred rather than developing a specific policy.

8. Adjournment

MOVED by Alderman Wheeler, seconded by Alderman Gallagher that
THE MEETING ADJOURN AT 10:40 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

David Braley, Chairman

Patricia Bennett, Secretary

Copps Coliseum Committee Eighth Report



**REPORT TO THE HECFI BOARD OF DIRECTORS
FROM THE COPPS COLISEUM COMMITTEE MEETING
OF OCTOBER 27, 1986**

1986 November 11

The Copps Coliseum Committee presents its **EIGHTH** Report and respectfully recommends the following:

1. Green Room

That a Green Room be established on the Concourse Level, Room No. 312, in the space presently occupied by Volume Services Inc.

NOTE: Background information is attached.

2. Copps Coliseum - Improvements to Arena Lighting System, Award of Contract

That the tender submitted by Guild Electric Limited, Willowdale, Ontario, in the total amount of \$59,000.00 for improvements to the arena lighting system at Copps Coliseum be accepted, and that the Audit and Finance Committee recommend the method of financing.

NOTE (i): Lowest of three (3) tenders received.

NOTE (ii): Background information is attached.

3. Copps Coliseum - Modifications to Freight Elevator to Facilitate Use by Handicapped

That the report entitled Copps Coliseum - Modifications to Freight Elevator to Facilitate Use by Handicapped, as submitted by the Director of Copps Coliseum, be received for information.

NOTE: Background information is attached.

4. Hamilton Place - Humidification System

That an appropriation of \$40,000.00 be established for work necessary to supply and install a self-contained electrode steam generating humidification system for fan systems in Hamilton Place, and that the tender submitted by Beaver Engineering Ltd. in the total amount of \$28,990.00 for mechanical work necessary to supply and install a humidification system for fan systems in Hamilton Place be accepted, and that the Audit and Finance Committee to recommend the method of financing.

NOTE (i): Lowest of five (5) tenders received.

NOTE (ii): Background information is attached.

5. Copps Coliseum - Sound Reinforcement System Upgrades, Award of Contract

That the tender submitted by J. L. Sound Systems, Hamilton, Ontario, in the total amount of \$33,779.90 for sound reinforcement system upgrades at Copps Coliseum be accepted, and that the Audit and Finance Committee to recommend the method of financing.

NOTE (i): Lowest of three (3) tenders received.

NOTE (ii): Background information is attached.

6. Copps Coliseum - Finishing of Street Level Area

That the report entitled Copps Coliseum - Finishing of Street Level Area, as submitted by the Director of Copps Coliseum, be received for information.

NOTE: Background information is attached.

7. Private Boxes

That the Director of Copps Coliseum proceed with the finishing and furnishing of the remaining nine (9) private boxes as per the substantially completed private box 109, be tabled.

That the Copps Coliseum Committee approve in principle the present finishing scheme of private box 109, be approved.

NOTE: Background information is attached.

The following items are for information only:

1. Booking Confirmation

That the booking confirmation be received for information.

2. 1st Anniversary Celebration

That the Director of Marketing's verbal report on the First Anniversary Celebration for Copps Coliseum, be received for information.

NOTE: To celebrate the First Anniversary of Copps Coliseum a controlled skating party for the general public will be held at Copps Coliseum on Saturday, November 29, 1986 from 9:00 a.m. to 7:00 p.m. In addition there will be a birthday cake in the shape of a puck.

3. Consolidated Unaudited Operating Results for Copps Coliseum for the Nine Month Period Ended September 30, 1986

That the Consolidated Unaudited Operating Results for Copps Coliseum for the Nine Month Period Ended September 30, 1986, be received for information.

4. Unaudited Operating Results for The Central Utilities Plant for the Nine Month Period Ended September 30, 1986

That the Unaudited Operating Results for The Central Utilities Plant for the Nine Month Period Ended September 30, 1986, be received for information.

5. Report by the Director of Copps Coliseum

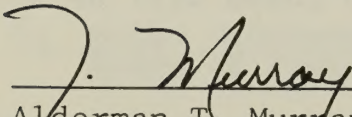
That the report as submitted by the Director of Copps Coliseum be received for information.

NOTE: Documentation attached.

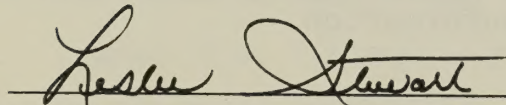
6. Date of Next Meeting

Due to the Copps Coliseum Committee standing meeting date being in conflict with various other Regional and City committees, the Secretary was directed to poll the committee members to secure another standing date for the Copps Coliseum Committee.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "T. Murray", written over a horizontal line.

Alderman T. Murray, Chairman

A handwritten signature in cursive script, appearing to read "Leslee Stewart", written over a horizontal line.

Leslee Stewart, Secretary

MEMORANDUM

FOR ACTION:

☒

FOR INFORMATION:

☐

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO:

Mr. B. Conacher
Mr. J. Leuser

FROM:

Mr. John T. Crane
Director
Copps Coliseum

DATE:

1986 October 21

SUBJECT:

COPPS COLISEUM - "Green Room"

RECOMMENDATION:

That a "Green Room" be established on the Concourse Level, Room No. 312, in the space presently occupied by Volume Services Inc.

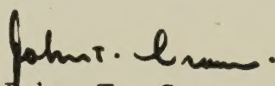
BACKGROUND:

At present, Volume Services Inc. are occupying Room No. 312 on the Concourse Level for their office requirements.

This room, which is approximately 800 square feet in floor area, is in an ideal location for the creation of a hospitality suite, ie. Green Room. There are sufficient funds remaining in the 1986 Capital Budget for Copps Coliseum, ie. General Contingency to provide the necessary furnishings and finishing, ie. bar, wall graphics/covering, furniture and accessories to transform this space into a Green Room. I estimate that approximately \$50,000.00 will be required from the General Contingency Allowance for this purpose.

In my opinion, Volume Services Inc. should vacate this space and relocate their offices to a more suitable location which has direct exterior access. A number of alternatives are available; Room No. 316 which is presently being utilized as a security office/first aid station; Retail/Mall level north side adjacent to the HECFI offices; Retail/Mall level south side. Some compensation would have to be offered to Volume Services Inc. since they have finished Room No. 312 at their own expense, ie. carpet and drywall. However, in return we would be assuming an ideal area for our requirements for a Green Room.

Respectfully submitted,


John T. Crane
Director
Copps Coliseum



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

Attachment 4.2
Area Lighting
Award of Contract

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel 416/526-4450

M E M O R A N D U M

FOR ACTION:

☒ X

FOR INFORMATION:

☐

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 October 20

SUBJECT: COPPS COLISEUM - Improvements to Arena Lighting System,
Award of Contract.

RECOMMENDATION:

- That 1) The tender submitted by Guild Electric Limited, Willowdale, Ontario, in the total amount of \$59,000.00 for improvements to the arena lighting system at Copps Coliseum be accepted.
- 2) The Audit and Finance Committee recommend the method of financing.

NOTE: Lowest of three (3) tenders received.

BACKGROUND:

In response to a call for tenders issued by the Director of Purchases, three tenders were received for improvements to the arena lighting system. (see attached Tender Analysis dated 1986 September 19).

The specification developed by H. H. Angus Consulting Engineers Ltd. proposed two methods of obtaining the desired lighting modifications. Specifically;

1. Lighting and Control Layout modifications, ie. additional fixtures and revisions to existing control system in the form of dimming switches.
2. Lighting and L.V. Control Layout modifications, ie. additional fixtures and the addition of low voltage controllers.

Of these two systems, system one listed above was the lower in cost and more versatile in providing the desired lighting levels.

Guild Electric Ltd. was the low bidder with a total cost of \$59,000.00 for system one. It is my recommendation that Guild Electric Ltd. be awarded this contract.

It should be noted that by implementing these improvements the following benefits will be realized;

1. Reduction in annual energy cost of approximately \$6,660.00 per annum, ie. payback period of approximately nine (9) years. (see attached letter from H. H. Angus Consulting Engineers Ltd. dated 1986 October).
2. Reduction in annual maintenance costs, ie. the changes to the system will result in a lamp life extension from 5,000 to 10,000 hours and a ballast life extension from a 10 year average to a 20 year average.
3. Increased uniformity of light levels.
4. Increased flexibility in light level control.

Sufficient funds are contained within the following accounts to finance this work;

<u>Account No.</u>	<u>Funds Available</u>
0408-U32773 - Improvements to Arena Lighting	\$45,500.00
0360-0145 - Energy Management/Improvements	\$ 8,000.00

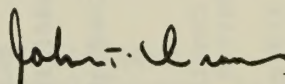
MEMORANDUM from
COPPS COLISEUM

Page 3

BACKGROUND: (Continued)

<u>Account No.</u>	<u>Funds Available</u>
8360-1034 - Repairs and Maintenance Lighting	<u>\$ 5,500.00</u>
TOTAL	\$59,000.00

Respectfully submitted,



John T. Crane
Director
Copps Coliseum

attchms.

TENDER ANALYSIS SEPTEMBER 19, 1986

LIGHTING AND L.V. AND/OR CONTROL
LAYOUT FOR RINK AREA
COPPS COLISEUM

LIGHTING & CONTROL LAYOUT, RINK AREA DRAWING #E-439	LIGHTING AND L.V. CONTROL LAYOUT DRAWING #E-440	ONE YEAR WARRANTY DRAWING #E-439	ONE YEAR WARRANTY DRAWING #E-440
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Guild Electric Limited
Willowdale, Ontario

\$59,000

\$67,000

\$1,200

\$1,200

Completion Date - Proposal #1 - January 15, 1987
Proposal #2 - November 21, 1986

Canal Contractors
A Division of ULS International Inc.
St. Catharines, Ontario

\$79,889

\$87,889

-0-

-0-

The Canadian Indemnity Company Bid Bond #3S 48721 in the amount of 5% of tender

Completion Date - 12 weeks after delivery of equipment

The Canadian Indemnity Company Bid Bond #3S 48391 in the amount of 5% of tender

A.J. Electrical Contractors Inc.
Ancaster, Ontario

\$96,800

\$110,000

\$32 per hour not
to exceed \$880

\$32 per hour not
to exceed \$880

Additional safety chains for balance of existing fixtures \$22 each

Completion Date - #1 - November 21, 1986 conditional on shipping dates
- #2 - December 15, 1986 due to shipping delay

UNABLE TO BID - Ontario Electrical Construction Company
Black & McDonald Limited

OFFICIALS IN ATTENDANCE - M. Kiss, Alderman
E. A. Simpson, City Clerk
T. Bradley, Director of Purchasing

H. H. Angus & Associates Limited
Consulting Engineers

October 20, 1986
Our File #5258

Copps Coliseum
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Attention: Mr. B. Calder

Re: Copps Coliseum
Proposed Changes to Rink Lighting

Dear Sir:

To justify the additional \$59,000.00 and to provide total flexibility for Junior Hockey, practice and maintenance using the dimming system of Widelite, compared with this existing two step design, the total annual savings in energy costs would be approximately \$6,662.00 per year. A payback of just over 8.8 years. However, this does not take into account extended lamp life or the 20 year average life of the dimming ballasts compared to the conventional 10 year average life type of ballast.

The basis of our payback analysis has been based on the following design criteria.

1.0 Summary of New Events

- | | | | | |
|-----|-----------------|-----------|-------------------------|-------------------|
| 1.1 | Junior Hockey | 390 hours | (9 months x 10 hrs/wk) | 90 footcandles |
| 1.2 | Practice | 312 hours | (9 months x 8 hrs/wk) | 60 footcandles |
| 1.3 | Cleaning | 624 hours | (12 months x 12 hrs/wk) | 40 footcandles |
| 1.4 | Concert Set-Ups | 720 hours | (hours estimated) | 40 footcandles |
| 1.5 | Ice Machine | 936 hours | (9 months x 24 hrs/wk) | 30-40 footcandles |

Total 2,982 hours

- 2.2 The levels of illumination for N.H.L. Hockey includes 204 luminaires with connected load of 218.28 kw. The new system with controls would have a connected load of 41.97 kw.

The 41.97 kw load is arrived at by using the following factors:

- 2.1 The connected load for the new design is based on 56 luminaires x 1.07 kw for a connected load of 59.92 kw if a conventional on-off low voltage switching system was used.

- 2 -

2.2 With the dimming system this would reduce the 59.92 killowatts as follows:

- 80% for Junior Hockey
- 70% for Practice
- 60% for Maintenance

By taking an average of 70% of the original 59.92 kw load for the range of new events as previously mentioned the killowatt load would then be 41.97 kw.

3.0 Based on the above information the payback would be as follows:

3.1 Present N.H.L. Lighting System

702 hours x 218.28 kw x \$.0318 per kwh = \$4,872.00
(Effective energy rate including demand)

Proposed Dimming System - Junior Hockey/Practice

702 hours x 41.97 kw x \$.0318 per kwh = 936.00
(Effective energy rate including demand)

Savings \$3,936.00

3.2 Present Cleaning/Ice Machine Lighting System

2280 hours x 85.6 kw (80 luminaires) x \$.0246 per kwh = \$4,801.00

Proposed Dimming System - Cleaning/Ice Machine

2280 hours x 37 kw (59.92 x 62%) x \$.0246 per kwh = 2,075.00

Savings \$2,726.00

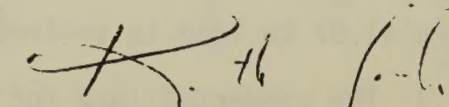
Therefore total savings per year is:-

\$3,936.00 + \$2,726.00 = \$6,662.00

Trusting the above meets with your approval.

Yours very truly,

H.H. ANGUS & ASSOCIATES LTD.



Kenneth Loach. M.I.E.S., I.A.L.D.
Lighting Consultant

KL:lr



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

Attachment 4.3

Freight Elevator

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel 416/526-4450

MEMORANDUM

FOR ACTION:

☐

FOR INFORMATION:

☒

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 October 20

SUBJECT: COPPS COLISEUM - Modifications to Freight Elevator to
facilitate use by handicapped.

RECOMMENDATION:

For information only.

BACKGROUND:

In May of 1986, a request was forwarded to the Ministry of Consumer and Commercial Relations, Elevating Devices Branch, to consider a proposal from Copps Coliseum to convert the freight elevator so that it may be utilized for transporting handicapped patrons.

Our initial request was flatly denied however, after repeated attempts, a site meeting was arranged to discuss this proposed conversion with the respective authorities. At this meeting the merits of the conversion were discussed and permission was granted pending the implementation of the following changes to the freight elevator;

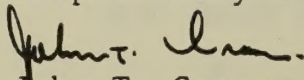
1. Staged door closing; warning buzzer when doors closing.
2. Pressure sensitive strips on all closing edges.
3. Constant pressure control switches.
4. Installation of telephone.
5. Yellow safety lines 2'-0" from doors, floor painted.
6. Enforcement of handicap use only.
7. Trained operator.

Montgomery Elevator Co. Ltd. were given an order to complete this work and as of 1986 September 26 had completed the above listed modifications. Verbal authorization to utilize the freight elevator to transport handicapped patrons was granted by the Ministry and we are now awaiting a formal inspection of the installation.

In utilizing the freight elevator to transport handicapped patrons we are now able to;

- a) load and unload handicapped patrons into and out of the building more efficiently and effectively.
- b) eliminate the use of the passenger elevator for handicap transportation.
- c) create a direct access corridor for handicapped patrons wishing to attend events at Copps Coliseum.

Respectfully submitted,


John T. Crane
Director
Copps Coliseum



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

Attachment 4.4
Hamilton Place -
Humidification

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

M E M O R A N D U M

FOR ACTION:

☒

FOR INFORMATION:

☐

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 October 20

SUBJECT: HAMILTON PLACE - Humidification System

RECOMMENDATION:

- That 1) An appropriation of \$40,000.00 be established for work necessary to supply and install a self-contained electrode steam generating humidification system for fan systems in Hamilton Place.
- 2) The tender submitted by Beaver Engineering Ltd. in the total amount of \$28,990.00 for mechanical work necessary to supply and install a humidification system for fan systems in Hamilton Place be accepted.
- 3) The Audit and Finance Committee recommend the method of financing.

NOTE: Lowest of five (5) tenders received.

MEMORANDUM from
COPPS COLISEUM

BACKGROUND:

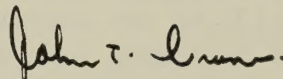
At present, the humidification system for supply air fan systems servicing Hamilton Place Great Hall, Backstage Great Hall and the Studio Theatre is not functional. As a result, patrons and staff experience discomfort due to a lack of humidity.

I am recommending that a self-contained electrode steam generating humidification system be installed on supply air fan systems. This system is comprized of mechanical and electrical components. The mechanical portion of this work has been tendered through the Director of Purchases, the results of which are shown on attached Tender Analysis sheet. Beaver Engineering Ltd. is the lowest of five tenders submitted at a total cost of \$28,990.00.

The electrical portion of this work, ie. power supply to steam generating units has been estimated at approximately \$10,000.00. My staff are presently in the process of developing a specification for this portion of the work.

Hence, I am recommending that an appropriation of \$40,000.00 be established to cover the total cost of this work, ie. mechanical and electrical. It should be noted that sufficient funds are contained within Account No. 0408-K32600 - Hamilton Place, Revisions to Existing Piping System for Heating Water Between C.U.P. and Hamilton Place. A surplus of funds are available within this account, ie. approximately \$50,000.00 since the specific piping project was well under the established construction budget.

Respectfully submitted,



John T. Crane
Director
Copps Coliseum

attchm.

TENDER AMARANTO HEAD

10 to 1000

City	Hammond	Price	Value
BEAVER ENGINEERING	2800 2800	46214	28990
ALCO SHEET METAL	29853	78850	29853
BRONSON & LEONARD	29275	51950	29275
ARVIN AIR	32730	53600	32075
FOX REFRIGERATION	35857	99492	35167

RESPONSE FROM 17 REQUESTED.



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

Attachment 4.5
Sound System
Award of Contract

101 York Boulevard
Hamilton Ontario
Canada L8R 3L4

Tel 416/526-4450

M E M O R A N D U M

FOR ACTION:

☒

FOR INFORMATION:

☐

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 October 20

SUBJECT: COPPS COLISEUM - Sound Reinforcement System Upgrades,
Award of Contract.

RECOMMENDATION:

- That 1) The tender submitted by J. L. Sound Systems, Hamilton, Ontario, in the total amount of \$33,779.90 for sound reinforcement system upgrades at Copps Coliseum be accepted.
- 2) The Audit and Finance Committee recommend the method of financing.

NOTE: Lowest of three (3) tenders received.

BACKGROUND:

In response to a call for tenders issued by the Director of Purchases 1986 September 19, one tender was received for upgrades to the Copps Coliseum sound reinforcement system. This tender, submitted by J - Mar Electronics Ltd., Toronto, Ontario, totalled \$41,923.94 and was well in excess of the budget previously established for this work. As a result, this tender was rejected on the grounds that it exceeded the project budget; the specification was revised and the work was retendered.

In response to the second call for tenders, three bids were submitted on 1986 October 3. (refer to attached Tender Analysis). Again these tenders exceeded the established budget, however, the lowest tender, ie. submitted by J. L. Sound Systems, Hamilton, Ontario, only marginally exceeded the project budget. Hence, I am recommending that J. L. Sound Systems be awarded the contract in the total amount of \$33,779.90.

It should be noted that the specification prepared by Boutilier and Hebbard, Audio Consultants, consists of four sections namely;

1. Improvements to the central loudspeaker cluster, ie. addition of low frequency response bass loudspeakers and amplifiers to improve sound reproduction of the electronic organ including suspension of loudspeakers from sound cluster.
2. Improvements to the control booth, ie. additional monitors and amplifier, cassette deck, transformer for input from electronic organ; relocate existing booth monitor and cassette deck.
3. Mixing console, ie. addition of mixing console for increased flexibility in sound transmission.
4. Microphones, ie. addition of two microphones for system operators.

These improvements will considerably enhance the quality of sound from both the electronic organ and house public address system, ie. increased frequency range and sound level.

J. L. Sound Systems are a reputable, local sound contractor who hve considerable working experience with the Copps Coliseum sound system and have supplied a similar system on a rental basis for the World Junior Hockey Championships and other events previously held in Copps Coliseum.

Sufficient funds are contained within the following accounts to finance this work;

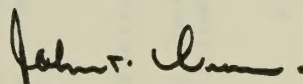
MEMORANDUM from
COPPS COLISEUM

PAGE 3

BACKGROUND: (Continued)

<u>Account No.</u>	<u>Funds Available</u>
0408-U32772 - Improvements to House Sound System	\$21,300.00
0408-U32754 - Electronic Organ	\$10,556.00
8360-1041 - Repairs and Maintenance Public Address System	<u>\$ 1,923.90</u>
TOTAL	\$33,779.90

Respectfully submitted,



John T. Crane
Director
Copps Coliseum

attchm.

TENDER ANALYSIS - OCTOBER 3, 1986

SOUND REINFORCEMENT SYSTEM UPGRADES: COPPS COLISEUM

IMPROVEMENTS TO THE CENTRAL LOUDSPEAKER CLUSTER	IMPROVEMENTS TO THE CONTROL BOOTH	OPTIONAL MIXING CONSOLE	OPTIONAL MICROPHONES	<u>TOTAL</u>
\$25,631.85 5% Bid bond-Certified cheque in the amount of \$1,690 Prices include all taxes and charges Completion date - November 21, 1986	\$3,980.40 5% Bid bond-Certified cheque in the amount of \$1,811.73 Prices include all taxes and charges Completion date - November 28, 1986 See comments, letter attached, re additional charges	\$3,766.40	\$401.25	\$3,717 70
\$27,948.78 5% Bid bond-Certified cheque in the amount of \$1,811.73 Prices include all taxes and charges Completion date - November 28, 1986 See comments, letter attached, re additional charges	\$3,597.39	\$4,192.98	\$495.41	\$3,717 70
\$16,250 Prices are for supply only and do not include 7% PST 5% Bid bond-Certified cheque in the amount of \$1,184.50 Completion date - Not indicated	\$3,145	\$3,800	\$495	\$3,717 70
\$16,920 - Installation only Prices does not include 7% PST 5% Bid bond not submitted				

OFFICIALS IN ATTENDANCE: H. Mertling, Alderman
J. Avery, Deputy Clerk
T. Bradley, Director of Purchasing

Distributive Limited on
behalf of G.S. Stage
Equipment Ltd.

Distributive Limited
Downsview, Ontario

J-Mar Electronics Limited
Toronto, Ontario

J. L. Sound Systems
Hamilton, Ontario



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

Attachment 4.6

**Street Level
Area**

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel 416/526-4450

M E M O R A N D U M

FOR ACTION:

☐

FOR INFORMATION:

☒ X

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 October 21

SUBJECT: COPPS COLISEUM - Finishing of Street Level Area

RECOMMENDATION:

For information only.

MEMORANDUM from
COPPS COLISEUM

BACKGROUND:

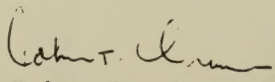
I attach herewith, a sketch depicting the proposed finishing of the Stree Level area located within Copps Coliseum.

The following table presents proposed finishing dates and anticipated financing.

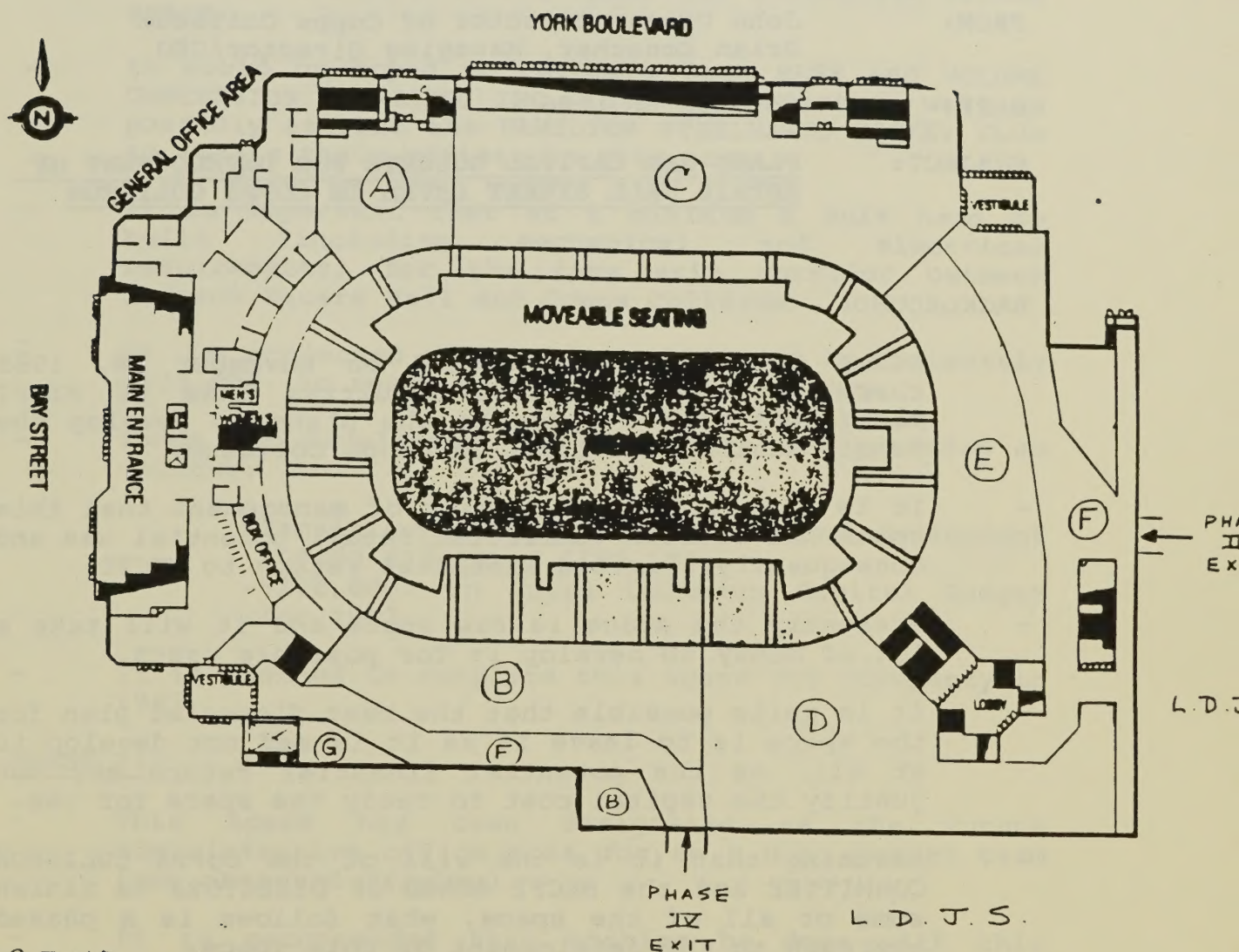
Area	Phase	Finishing Date	Budget Allotment	Funding
A	I	February 1987	\$150,000.00	1986 Capital
B	II	1987	\$180,000.00 \$250,000.00	0408-U32610 1987 Capital Request
C	III	Once NHL franchise is secured	\$424,000.00	1988 Capital Request
D	IV	1989	\$424,000.00	1989 Capital Request
E	V	1990	\$423,000.00	1990 Capital Request
F	Common Corridor, Fire Egress Route	1987	From balance of funds remaining from Phase II	0408-U32610 and 1987 Capital Request
G	Service Area, Freight Elevator	1987	From a balance of funds remaining from Phase II	0408-U32610 and 1987 Capital Request

Please refer to report from Mr. B. K. Conacher to the Copps Coliseum Committee dated 1986 October 6 for additional background information.

Respectfully submitted,


John T. Crane
Director
Copps Coliseum

attchm.



— LEGEND —

- (A) Phase I — Administration Office Expansion (4000 sq. ft.)
- (B) Phase II — Commercial Offices / Retail (8300 sq. ft.)
- (C) Phase III — N.H.L. Team Offices (14,350 sq. ft.)
- (D) Phase IV — Possible Future Restaurant. (12,200 sq. ft.)
- (E) Phase V — Commercial Retail. (9,800 sq. ft.)
- (F) Common Corridor, Fire Egress Route.
- (G) Service Area, Freight Elevator



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMO TO: Copps Coliseum Committee

FROM: John Crane, Director of Copps Coliseum
Brian Conacher, Managing Director/CEO

DATE: October 6, 1986

SUBJECT: PLANS AND CAPITAL BUDGETS FOR DEVELOPMENT OF
RETAIL MALL STREET LEVEL IN COPPS COLISEUM

BACKGROUND:

- Since Copps Coliseum opened on November 30, 1985 there have been several inquiries made of HECFI management with respect to the plans to develop the Retail Mall Street Level in Copps Coliseum.
- It is the collective opinion of management that this space has limited commercial/retail potential use and consequently, limited financial return to HECFI.
- Presently the space is raw space and it will take a lot of money to develop it for possible users.
- It is quite possible that the best financial plan for the space is to leave it as it is and not develop it at all, as the potential financial return may not justify the capital cost to ready the space for use.
- Assuming that it is the will of the COPPS COLISEUM COMMITTEE and the HECFI BOARD OF DIRECTORS to finish some or all of the space, what follows is a phased approach to the development of this space:

PHASE I

- Additional HECFI administrative office space is required to accommodate the telephone and mail room for the Box Office (see attached drawing).
- Funds for development of this space have already been appropriated in Work In Progress Account # 0408-U32778 in the amount of \$150,000. and this work is planned to be completed by March 1, 1987.

PHASE II

- It is felt that at a minimum this space should be developed in 1987 (see attached drawing).
- While this space has limited retail potential, it is felt that it is suitable space for commercial office space.
- It would be hoped to relocate both BASS and VOLUME CONCESSION SERVICES, INC. into this space as well as possibly attract the HAMILTON STEELHAWKS HOCKEY CLUB to locate their offices in this area.
- It is important that at a minimum a bulk head be built (including mechanical and electrical requirements) for the fire exit corridor between Jackson Square Mall and Copps Coliseum.
- It is projected that this will cost approximately \$433,000. to ready this space for occupancy.
- Funds for development of this space are provided as follows:
 - remaining balance of Work In Progress account # 0408-U32610 of \$183,103.
 - \$250,000. in Copps Coliseum Capital Budget for 1987.
- It is planned to complete this space for occupancy in 1987.

PHASE III

- This space has been designated as the future administrative office area for an N.H.L. hockey team (see attached drawing).
- It is recommended that nothing be done with this space at this time.
- The development of this space will be done in conjunction with negotiations for an N.H.L. team.
- There is no way to project the accurate capital cost to develop this space at this time. However, an estimate of \$424,000. is projected in the Copps Coliseum Capital budget for 1988.

PHASE IV

- This space has been determined as the only potential space in Copps Coliseum where a full restaurant could be developed (see attached drawing).
- It is doubtful that anyone would want to develop a full restaurant in Copps Coliseum prior to there being an N.H.L. hockey team playing in the facility.
- Further, it is quite possible that the N.H.L. hockey team may want to develop this space as a restaurant/club in conjunction with their hockey team.
- It is recommended that nothing be done with this space at this time.
- The development of this space will most probably be done in conjunction with negotiations for an N.H.L. team.
- There is no way to project the accurate capital cost to develop this space at this time. However, an estimate of \$424,000. is projected in the Copps Coliseum Capital Budget for 1989.

PHASE V

- As with the space in Phase II this space has limited retail potential and little or no commercial office space potential (see attached drawing).
- Management does not feel that there is enough potential financial return to HECFI at this time to justify the capital cost to ready the space for use.
- Therefore, it is recommended that nothing be done with this space at least for the 1987 Capital Budget process.
- The development of this space needs to be reviewed between 1987 and 1989.

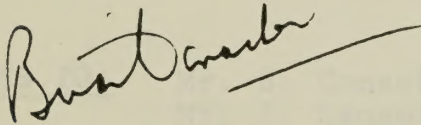
October 6, 1986 Memorandum

Retail Mall Street Level : Copps Coliseum

Page 4

- There is no way to project the accurate capital cost to develop this space at this time. However, an estimate of \$423,000. is projected in the Copps Coliseum Budget for 1990.

Respectfully submitted,



Brian K. Conacher
Managing Director/CEO

cc: Mr. D. Freeman, City Architect
Mr. E. Matthews, City Treasurer

M E M O R A N D U M

FOR ACTION: ☒

FOR INFORMATION: ☐

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 October 23

SUBJECT: COPPS COLISEUM - Private Box 109 (Model)

RECOMMENDATION:

- That 1) The Director proceed with the finishing and furnishing of the remaining nine (9) private boxes as per the substantially completed private box 109.
- 2) The committee approve in principle the present finishing scheme of private box 109.

BACKGROUND:

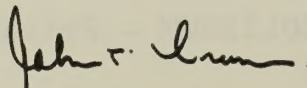
Private box 109 is complete with the exception of two (2) oak folding doors at either end of the glazed partition and furnishings.

The estimated cost to complete each private box is approximately \$22,000.00. This includes the following:

- Refrigerator
- Drywall/Covering
- Ceiling
- Carpet
- Sprinklers
- Lighting
- Fix seating
- Glazed partition
- Folding doors
- PA system
- Electrical provisions
- Furnishings

There are sufficient funds within work in progress Account No. 0408-U32600.

Respectfully submitted,



John T. Crane
Director
Copps Coliseum



1986 October 22

REPORT BY THE DIRECTOR OF COPPS COLISEUM

6.1 Events

The Barbara Mandrell show took place at the Coliseum on Friday, October 10 at 8:00 p.m. The attendance for the event was approximately 5,200 which was somewhat disappointing. However, the show was a good one and from the feedback we received, it appears that all those in attendance enjoyed themselves.

The Soviet Stars on Ice (Kiev Ice Revue) took place at the Coliseum on Saturday, October 18 at 8:00 p.m. The attendance for the event was approximately 3,800 which was very disappointing. The show itself was low key but very entertaining and it appeared that most of the patrons who attended the show were first-time visitors to the Coliseum.

When you really look at the attendance at recent events such as the Anne Murray show, Torvill and Dean (second show), Barbara Mandrell and Kiev Ice Revue, etc. you have to wonder what the market is really like for events in the future and whether a great deal of time and money should be spent to advertise and promote these kinds of events once they are booked and a determination made on who will pay for such advertising and promotion.

The Director is preparing the facility for the International Auto Show which takes place at the Coliseum commencing Thursday, October 30 and runs through Sunday, November 2. This will be a great show and we expect 20,000 to 30,000 people to attend the show over a four-day period.

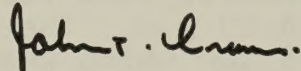
6.2 Technical and Engineering

The fact that we were given permission to modify the freight elevator for the purpose of transporting the handicapped in wheelchairs to the Concourse, alleviated a major problem with

with congestion in the Lobby area during most events. The single elevator in the Main Lobby was not sufficient, and in many cases, it took-too long to get the patrons in wheelchairs to their location. It also caused long delays in exiting the building when the event was over.

Contracts have been let to contractors to complete all exterior and interior signage for Copps Coliseum with the exception of the three-sided electronic sign which is to be installed on the corner of York and Bay Streets. Tenders have been reviewed for this sign and is now being reviewed by staff.

Respectfully submitted,



John T. Crane
Director
Copps Coliseum

Copps Coliseum Committee Minutes of September 29, 1986

COPPS COLISEUM COMMITTEE

Monday, September 29, 1986
11:00 o'clock a.m.
Copps Coliseum Board Room

PRESENT: Alderman T. Murray, Chairman
Mr. W. McFarland
Mr. T. Casey

**ALSO
PRESENT:** Mr. B. Conacher
Mr. J. Crane
Mr. J. Leuser
Mr. F. Bogden
Mr. W. Penfold
Ms. L. Stewart, Secretary

REGRETS: Mr. D. Beattie, Vice-Chairman
Alderman J. Gallagher

The Chairman called the meeting to order at 12:30 p.m.

In Camera Session

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE IN CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motions were carried during the In Camera Session:

THE IN CAMERA MINUTES OF AUGUST 25, 1986, BE APPROVED.

THE REPORT ENTITLED CONCESSIONS, DATED 1986 SEPTEMBER 23, AS SUBMITTED BY THE DIRECTOR OF HAMILTON CONVENTION CENTRE, BE APPROVED.

THE REPORT ENTITLED COPPS COLISEUM ARENA FLOOR CONSTRUCTION DEFECT, PREPARED BY MR. BRIAN CONACHER AND SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE ACCEPTED.

THE REPORT ENTITLED STATUS REPORT ON CONFIRMED EVENTS AND TENTATIVE HOLDS AT COPPS COLISEUM - OCTOBER 1986 TO JANUARY 1987, AS SUBMITTED BY THE DIRECTOR OF MARKETING, BE RECEIVED FOR INFORMATION.

THE PLAQUE OF VICTOR K. COPPS, AS DONATED TO THE COPPS COLISEUM BY ALDERMAN GERALDINE COPPS, BE PRESENTED TO THE HECFI BOARD FOR THEIR CONSIDERATION.

THE IN CAMERA SESSION BE ADJOURNED.

Mr. Penfold leaves the meeting.

1. Minutes of August 25, 1986

1.2 Motion For Approval

MOVED by Mr. McFarland, seconded by Mr. Casey that
THE MINUTES OF AUGUST 25, 1986 BE APPROVED.

MOTION CARRIED.

2. Business Arising From The Minutes

2.1 Booking Confirmations

MOVED by Mr. Casey, seconded by Mr. McFarland that
THE BOOKING CONFIRMATIONS AS SUBMITTED, BE RECEIVED
FOR INFORMATION.

MOTION CARRIED.

3. Marketing

3.1 One Millionth Person: Copps Coliseum

MOVED by Mr. McFarland, seconded by Mr. Casey that
THE REPORT ENTITLED UPDATE - ONE MILLIONTH VISITOR -
COPPS COLISEUM, AS SUBMITTED BY THE DIRECTOR OF
MARKETING, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4. Capital Requests

4.1 Exterior Signage

The Director of Copps Coliseum advised the committee that the large "C" should be installed on the building by the end of October, and that the remainder of the interior signage will also be installed by that date. The Director further advised the committee that this is the last of the signage package.

MOVED by Mr. Casey, seconded by Mr. McFarland that
THE REPORT ENTITLED COPPS COLISEUM - EXTERIOR SIGNAGE
ADDITIONS AND REVISIONS - AWARD OF CONTRACT AS
SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE APPROVED.

MOTION CARRIED.

4.2 Capital Budget for 1987-1991

The Director of Finance and Administration provided all present with a summary sheet of the Capital Requirements.

a) C.U.P. - Flow Meter System - Heating and Cooling Water Systems

The Director of Copps Coliseum explained to the committee that this item is necessary insofar as each facility will be properly billed for individual consumption.

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE C.U.P. - FLOW METER SYSTEM - HEATING AND COOLING WATER SYSTEMS, BE APPROVED.

MOTION CARRIED.

b) C.U.P. - Replacement of Cooling Tower Media

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE C.U.P. - REPLACEMENT OF COOLING TOWER MEDIA, BE APPROVED.

MOTION CARRIED.

c) C.U.P. - Replacement of D. C. Batteries

Mr. McFarland advised that in the future he would like to see this item in the operating budget. The Chairman expressed concern with regard to the necessity of this item and advised the Director of Copps Coliseum that he would like to view the equipment at the facilities.

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE C.U.P. - REPLACEMENT OF D. C. BATTERIES, BE APPROVED.

MOTION CARRIED.

d) City Hall - Addition of City Hall to C.U.P. Building Automation System

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE ADDITION OF CITY HALL TO THE C.U.P. BUILDING AUTOMATION SYSTEM, BE APPROVED.

MOTION CARRIED.

e) Replacement of Motor Control Centre (MCC) Panels

The Chairman expressed concern with this matter and asked that the Director of Copps Coliseum secure the manufacturers' name of the MCC.

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE REPLACEMENT OF MOTOR CONTROL CENTRE (MCC) PANELS,
BE APPROVED.

MOTION CARRIED.

f) Replacement of Boiler Stacks

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE REPLACEMENT OF BOILER STACKS, BE APPROVED.

MOTION CARRIED.

g) Replacement of Transfer Switches

The Chairman asked the Director of Copps Coliseum for more information on this item.

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE REPLACEMENT OF TRANSFER SWITCHES, BE APPROVED.

MOTION CARRIED.

h) Teardown/Overhaul of Centravacs - C.U.P., City Hall, and Public Library

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE TEARDOWN/OVERHAUL OF CENTRAVACS - C.U.P., CITY HALL, AND PUBLIC LIBRARY, BE APPROVED.

MOTION CARRIED.

i) Additional 13.8 KV Power Supply for Hamilton Place

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE ADDITIONAL 13.8 KV POWER SUPPLY FOR HAMILTON PLACE,
BE APPROVED.

MOTION CARRIED.

j) Convert Mechanical Trip Breakers to Statis
(Electronic) Trip

The Chairman advised the Director of Copps Coliseum that he would like more information on this item since the background information does not state there is a problem, but only that replacement is required.

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE CONVERSION OF MECHANICAL TRIP BREAKERS TO STATIS
(ELECTRONIC) TRIP, BE APPROVED.

MOTION CARRIED.

k) Replace/Modify, Supply and Return Air Fan System
Dampers

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE REPLACEMENT/MODIFICATION OF SUPPLY AND RETURN AIR
FAN DAMPERS, BE APPROVED.

MOTION CARRIED.

l) Improvements to Home Team Dressing Room

MOVED by Mr. Casey, seconded by Mr. McFarland that

IMPROVEMENTS TO THE HOME TEAM DRESSING ROOM, BE APPROVED.

MOTION CARRIED.

m) Drinking Fountains - Rink Level

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE DRINKING FOUNTAINS - RINK LEVEL, BE APPROVED.

MOTION CARRIED.

n) Improvements Required for Occupation of Retail/
Mall Area

MOVED by Mr. McFarland, seconded by Mr. Casey that

IMPROVEMENTS REQUIRED FOR OCCUPATION OF RETAIL/MALL
AREA, BE APPROVED.

MOTION CARRIED.

o) The Conversion of Domestic Hot Water Generation System

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE CONVERSION OF DOMESTIC HOT WATER GENERATION SYSTEM, BE APPROVED.

MOTION CARRIED.

p) Glycol Storage Tank

The Director of Copps Coliseum explained that a portion of glycol should be removed from the pipes and stored.

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE GLYCOL STORAGE TANK, BE APPROVED.

MOTION CARRIED.

q) Provision of Sun Screen, West Elevation Windows

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE PROVISION OF SUN SCREEN, WEST ELEVATION WINDOWS, BE APPROVED.

MOTION CARRIED.

r) Plywood for Concert Floor Covering

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE PLYWOOD FOR CONCERT FLOOR COVERING, BE APPROVED.

MOTION CARRIED.

s) Implementation of Night Set-Back Control System

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE IMPLEMENTATION OF NIGHT SET-BACK CONTROL SYSTEM, BE APPROVED.

MOTION CARRIED.

t) Replacement of Concrete Rink Slab and Refrigeration Piping

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE REPLACEMENT OF CONCRETE RINK SLAB AND REFRIGERATION PIPING, BE APPROVED.

MOTION CARRIED.

5. New Business

5.1 Consolidated Unaudited Operating Results for Copps Coliseum for the Eight Month Period Ended August 31, 1986

The Director of Finance and Administration advised that Copps Coliseum has a surplus.

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR COPPS COLISEUM FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1986, BE APPROVED.

MOTION CARRIED.

5.2 Unaudited Operating Results For The Central Utilities Plant for the Eight Month Period Ended August 31, 1986

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE UNAUDITED OPERATING RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1986, BE APPROVED.

MOTION CARRIED.

6. Report by the Director of Copps Coliseum

Mr. McFarland commented that the Director is to be commended on his report as it is complete in information.

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE REPORT AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

8. Date of Next Meeting

The Chairman advised that there appears to be a problem with the Copps Coliseum standing meeting date and the committee members should check their calendars to choose another time or even an alterantive date that agrees with all.

9. Adjournment

MOVED by Mr. Casey, seconded by Mr. McFarland that
THE MEETING ADJOURN AT 1:50 P.M.

MOTION CARRIED.

Taken as read and approved.

Alderman T. Murray, Chairman

Leslee Stewart, Secretary

Hamilton Place Committee Eighth Report



REPORT OF THE HAMILTON PLACE COMMITTEE

To the HECFI Members of the Board:

The Committee met on October 30, 1986.

The HAMILTON PLACE COMMITTEE presents its Eighth Report and respectfully recommends the following:

1. Hamilton Place Capital Improvement Surcharge Fund

THAT SPECIFIC HAMILTON PLACE PROJECTS BE FINANCED FROM THE CAPITAL IMPROVEMENT SURCHARGE FUND.

Note: The Audit & Finance Committee be requested to review four projects totalling an estimated \$220,000. to be forwarded to the City Treasurer to be noted in the relevant portion of the Capital Budget as projects under consideration by the Hamilton Place Committee for the fiscal year 1987. Full documentation is included in the Audit & Finance Report.

2. Senior Management Personnel as Board Members of Other Organizations

THAT HECFI SENIOR MANAGEMENT PERSONNEL NOT ACCEPT POSITIONS ON BOARDS HAVING FINANCIAL TRANSACTIONS WITH HECFI FACILITIES WITHOUT PRIOR BOARD APPROVAL.

3. Progressive Conservative Party of Ontario Convention - Hamilton Place

THAT THE AUDIT & FINANCE COMMITTEE DETERMINE AND PROVIDE GUIDELINES FOR FACILITIES DIRECTOR ON PROCEDURES FOR ACCESSING FUND - SPECIFICALLY, WHO MAY AUTHORIZE AND HOW DECISIONS ARE TO BE COMMUNICATED.

Note: Hamilton Place was tentatively held as an additional venue by Director of Hamilton Place as requested by the Director of The Hamilton Convention Centre last spring. Approximate costs for space and

labour were quoted. When Hamilton Place became a definite factor in planning all communication was with Conservative Party Staff - primarily from the Toronto Office. Costs were estimated, contract terms discussed and a contract issued. The signed contract was returned four days after the event with the initialed notation that "said amount to be reimbursed from (HECFI) Special Events Subsidy Fund." Hamilton Place had no prior knowledge of an approval for Special Events Subsidy Fund financing in the amount of \$795. Background documentation is included in the Audit & Finance Committee Report.

4. Ontario Retail Sales Tax Act - Amendment to Bill 26

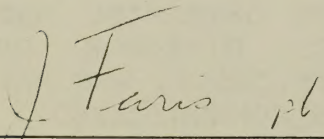
THAT, HAVING RECEIVED INFORMATION THAT THE AMENDMENT TO BILL 26 HAS BEEN REFERRED TO COMMITTEE FOLLOWING SECOND READING, THE BOARD OF DIRECTORS BE GIVEN MOST RECENT INFORMATION AT THE AUDIT & FINANCE COMMITTEE MEETING IN ORDER THAT HECFI REPRESENTATIVES HAVE THE OPPORTUNITY TO MAKE REPRESENTATIONS AT THE COMMITTEE HEARING.

Note: Background information is included in the Audit & Finance Committee Report.

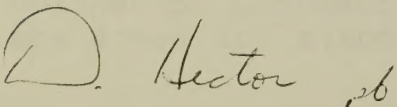
The following information item was received:

Mr. J. Leuser, Director of Finance & Administration, reported an outstanding month in September. The August 31st shortfall in the amount of \$35,460. has been recovered and a budgetary surplus achieved in the amount of \$35,502. This is the result of good performance activity and the transfer of two Hamilton Place reserve accounts to operating income.

Respectfully submitted,



Mrs. J. Faris, Secretary



Mr. D. Hector, Chairman

Hamilton Place Committee Minutes of September 25, 1986

HAMILTON PLACE COMMITTEE MEETING

SEPTEMBER 25, 1986

8:30 a.m.

HAMILTON PLACE BOARD ROOM

PRESENT: Mr. D. Hector, Chairman
Dr. C. Bart
Mr. T. Casey
Alderman R. Wheeler

ALSO PRESENT: Mr. B. Conacher
Mr. F. Bogden
Mr. J. Leuser
Mr. T. Burrows
Mr. Ellison
Mrs. J. Faris

REGRETS: Mr. S. Cino

1. CHAIRMAN'S REMARKS

Mr. Burrows explained that Mr. Hector would be late in arriving and, in the absence of the Vice-Chairman, had asked that he chair the meeting until his arrival. The Committee members concurred and the meeting was brought to order at 8:50 a.m.

2. MINUTES OF AUGUST 19, 1986

Mr. Bogden asked that it be noted that he had sent his regrets at not being able to attend the last meeting as it was necessary for him to be in Windsor that day.

With this addition duly noted, it was

MOVED by Cr. Bart, seconded by Mr. Casey

THAT THE MINUTES OF AUGUST 19, 1986, DULY AMENDED, BE APPROVED AS CIRCULATED.

MOTION CARRIED

3. BUSINESS ARISING FROM THE MINUTES (Cont'd)

3.2 Personnel Hoist - Status Report

This item has been pending for several months. The delay is the result of unavailability of a personnel hoist that meets safety requirements, specific use requirements and that is not too heavy to meet point-load restrictions of the stage floor as constructed. The only alternative is to reinforce the floor.

The two items - 1) purchase of hoist and 2) Tender for construction were prepared in co-operation with the City Purchasing Department. Nine quotations were received for construction and three for the personnel hoist.

Management's recommendation is that the contract for the stage floor reinforcement be awarded to the lowest bidder - Ruffell Construction - for \$18,998, and that the contract for the Personnel Hoist be awarded to the lowest bidder - Steeplejack Services Limited - for \$28,400. Mr. Casey requested that Ruffell Construction be informed that the recommendation is going forward to the appropriate committee but concern has been expressed concerning the Fair Wage Act because of the low bid. There being no further discussion, it was

MOVED by Dr. Bart, seconded by Alderman Wheeler that

THE CONTRACT FOR STAGE FLOOR REINFORCEMENT BE AWARDED TO THE LOWEST BIDDER, RUFFELL CONSTRUCTION FOR \$18,998 AND THAT THE PERSONNEL HOIST BE AWARDED TO THE LOWEST BIDDER, STEEPLEJACK SERVICES LIMITED FOR \$28,400, DESIGNATING THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND AS THE RECOMMENDED SOURCE OF FUNDS.

MOTION CARRIED

3.3 Organ - Great Hall

Mr. Burrows reported that there has been a request that we consider the installation of an organ in this facility. The source of funding has not been discussed. The recommendation of management is that, in terms of the operation of this facility, we would have no use for this piece of equipment.

Alderman Wheeler asked Mr. Burrows to prepare a written memo outlining the space requirements so that when the matter is brought up at City Hall, he will have all the facts.

3.4 Innovative Programming

Mr. Burrows reported that, because of close control, the amount required from the Innovative Programming Fund for the summer series is \$58,641.91 and there will be a balance in the account. There will be a report prepared by Finance and Administration on the summer activity which will be attached to the minutes.

3.5 Canadian International Animated Film Festival

Mr. Burrows reported on events leading up to the problems surrounding this festival, including the last minute change in Executive Director from Robi Roncarelli to Frederick Manter, Chairman of the Festival Board, and expressed some concerns regarding Hamilton Place expenditures in this regard. He informed the Committee as follows:

3.5 Canadian International Animated Film Festival (Continued)

The City of Hamilton has pledged support in the total amount of \$150,000 - \$50,000 a year for three years, beginning in 1986, in "cash and services."

- Ten Thousand Dollars (\$10,000) has been paid to CIAF by the City directly.
- Twenty-One Thousand Dollars (\$21,000) has been approved for payment from the HECFI Special Events Subsidy Fund - to the Hamilton Place operating account, 1986 for the cost of space rental and front of house staff.
- Nineteen Thousand Dollars (\$19,000) remains of the City pledge.
- The cost of equipment and stage labour (including projectionists) is estimated at \$21,000.
- The source of funds to complete the City's commitment has yet to be identified.

Mr. Burrows' recommendation was that no further payments should be made directly to the Festival Board. After some discussion, it was

MOVED by Alderman Wheeler, seconded by Mr. Casey that

THE HECFI BOARD BE INFORMED OF HAMILTON PLACE EXPOSURE AND THAT IT BE RECOMMENDED THAT THE \$19,000 REMAINING OF THE CITY'S PLEDGE BE HELD IN ESCROW UNTIL FUNDING SOURCES ARE DETERMINED AND HAMILTON PLACE ACTUAL EXPENDITURES ON BEHALF OF THE FESTIVAL ARE DOCUMENTED.

MOTION CARRIED

Mr. Hector introduced the subject of HECFI Directors (Management) serving as board members of organizations doing business with HECFI facilities. He expressed some concern about the Director of Hamilton Place also serving as a director of the CIAF Board. It was decided that this matter should be on the agenda for the next Hamilton Place Committee meeting for discussion.

3.6 Capital Improvement Surcharge Fund

Mr. Leuser said he had sent Mr. Burrows a letter advising that a delegation of the Audit/Finance Committee will appear before the City's Executive Committee on October 2 to discuss the administration of the Hamilton Place Capital Improvement Surcharge Fund. Mr. Burrows will prepare a recommendation and background material for this presentation.

4. DIRECTOR'S REPORT

4.1 Programming Update

Mr. Burrows stated that he projects Great Hall Net Revenue of no less than \$300,000 by December 31, 1986. A full fall schedule should result in reversing the August 31 short-fall of \$35,000.

4.2 Ontario Retail Sales Tax

Mr. Burrows reported that he had prepared a suggested draft of a letter for Mr. Braley to send to the Honourable Robert Nixon with a copy to the Minister of Citizenship and Culture. It was suggested that all local MPPs receive copies as well. The Committee was informed that St. Joseph's Building Fund Committee is also lobbying to try to preserve this exemption.

4.3 Marketing Update

A Marketing Report from Mr. Bogden had been circulated to those present and he asked if there were any questions. Mr. Conacher stated that, as Director of Marketing for HECFI, Mr. Bogden will attend these meetings for dialogue.

4.5 Assistant Director's Report

(a) School Programming

A list of the 1986/87 programming for schools in the Studio Theatre was circulated to members of the Committee. Mr. Ellison noted that there would be a total of 89 performances by 14 companies of English and French Theatre, Story Telling, Music, Ballet, Opera, Puppets, Dance and Mime to a potential audience of 25,000 in 250 schools in the City of Hamilton and Wentworth and Halton Counties. He stated that this is a completely unique programme in Canada.

(b) Interior Courtyard

Mr. Ellison stated that there are funds in our Repairs and Maintenance Budget to improve the appearance of the area outside Meeting Rooms 1 & 2 which has become an eyesore. It has been tendered, there were three bids and the lowest bid is Braun's Landscape Contractors for \$3,800 for shrubbery and attractive planting which will be maintenance free. The Committee received this report for information.

(c) Art Exhibit Openings

Mr. Ellison reported on the art exhibits in the Piano Nobile of local artists. Approximately once a month there is an opening of an exhibit and the one coming up is Paul Duff's exhibition of paintings of Hamilton at the turn of the century which are valued at \$50,000. This encourages local artists and Mr. Burrows said that he heartily endorses this activity.

5. UNAUDITED OPERATING RESULTS - HAMILTON PLACE 8 months ended August 31, 1986

Mr. Leuser reported that the September budget will be reviewed at the Audit and Finance Committee.

He also informed the Committee that the Compensation Study is progressing well and on schedule. All staff have completed their job description forms, consultants have finished interviews and are now preparing the ladder chart and will present a draft report to Audit and Finance.

6. DATE OF NEXT MEETING - Thursday, October 30, 1986 at 8:30 a.m.

7. ADJOURNMENT

There being no further business, the Chairman declared the meeting adjourned.

David M. Hector, Chairman

Jean Faris, Secretary

Hamilton Convention Centre Eighth Report

HAMILTON CONVENTION CENTRE COMMITTEE REPORT

to the Board of Directors of
Hamilton Entertainment and Convention Facilities Inc.

The Hamilton Convention Centre Committee presents its **EIGHTH REPORT** for 1986 to the Board of Directors and respectfully recommends:

1. That **approval** be given to the **MacNab Arms Restaurant Business Plan**, a copy of which is enclosed with this Report as **Appendix "A"**.
2. That **approval** be given to the following motion carried at the HCC Committee meeting held Friday, October 31, 1986:

THAT AN ASSISTANT CHIEF STEWARD BE HIRED IMMEDIATELY IN STEP 1 OF PAY GRADE 103, WHICH IS AN ANNUAL SALARY OF \$15,867, SUBJECT TO THE SALARY SURVEY AT PRESENT IN PROGRESS FOR EMPLOYEES OF THE CORPORATION.

A copy of the recommendation and supporting material is attached hereto as **Appendix "B"** for the information of Board members.

P.8-R-3

3. That **approval** be given to the following motion carried at the HCC Committee meeting held Friday, October 31, 1986:

THAT THE OPERATING EXPENSES AS OUTLINED IN A MEMORANDUM DATED OCTOBER 24, 1986 FROM THE OPERATIONS MANAGER TO THE DIRECTOR BE PROCESSED THROUGH THE 1986 EXPENSE LINES, NAMELY THAT THE CHINA, GLASSWARE AND SILVER ACCOUNTS BE OVER-EXPENDED BY APPROXIMATELY \$13,000 IN 1986.

A copy of the Director's recommendation and supporting material from the Operations Manager is attached hereto as **Appendix "C"** for the information of Board members.

P.8-R-5

NOTE: Items 2 and 3 were presented to the Audit/Finance Committee for consideration and recommendation at its meeting scheduled for Wednesday, November 05, 1986.

4. That the matter of hotel room blocks for conventions be considered by the HECFI Board and from there referred to the Executive Committee of the City of Hamilton for their consideration and recommendation as to how the matter might be resolved to the satisfaction of the hospitality industry in the City and of the City of Hamilton and the HECFI Board.

Explanatory Note: This matter was discussed at length by the HCC Committee, as a result of being informed by a member that the hotel rooms promised for a convention had been reduced considerably; this had the effect of the convention being moved to another City, even though the organization had incurred additional expense amounting to \$60,000 by so doing.

5. Information Items:

- (a) Director's Report for September 1986 - attached as **Appendix "D"**; P.8-R-7
 - (b) Marketing Update Report by Director of Marketing - attached as **Appendix "E"**; P.8-R-15
 - (c) Sales Report - September 1986 by the Sales Manager, HECFI/Sales and Marketing - attached as **Appendix "F"**; P.8-R-27
 - (d) Unaudited Operating Results for the eight-month period ended September 30, 1986 - will be presented to the Board by the Audit and Finance Committee following its meeting scheduled for Wednesday, November 05, 1986;
 - (e) A recommendation of the Convention Centre Management for approval for the Burl-Oak Lighting and Sign Co. tender to be accepted at a monthly rate of \$549.66 for a three-year term commencing December 01, 1986, was referred back to management for further study;
 - (f) With regard to the Track Lighting to be installed in Chedoke, a recommendation that \$2,900 be added to the amount previously approved for the track lighting (in order that the wiring for this could be hidden inside the walls) Management was instructed to have this re-tendered in order to afford the others bidders an opportunity to add in this extra item.
 - (g) With regard to the building temperature, the HCC Committee accepted for information the Report of the Director, Copps Coliseum, a copy of which is attached as **Appendix "G"**; P.8-R-41
6. The date of the next meeting was confirmed as Friday, November 28, 1986.

Respectfully submitted,

Terry E. Yates, Chairman
Hamilton Convention Centre Committee

B. Goddard
 Secretary
 October 31, 1986



HAMILTON CONVENTION CENTRE

FROM: William J. Penfold, Director DATE: October 27, 1986
Hamilton Convention Centre

FOR ACTION XXX FOR INFORMATION _____
Convention Centre and
TO: BOARD (OR) Audit/Finance COMMITTEES XXX

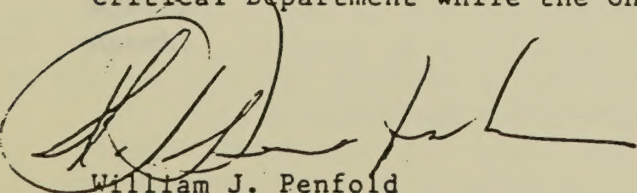
SUBJECT: Request to Hire Assistant Chief Steward

RECOMMENDATION: That an Assistant Chief Steward be hired immediately in Step 1 of Pay Grade 103, which is an annual salary of \$15,867.

BACKGROUND:

As the attached correspondence outlines, the Chief Steward, Ms. Lisa Serrick, is ill with debilitating arthritis. Her performance has reached the point where it is difficult to count on her, but doctors have not as yet diagnosed that she must go on long-term sick benefits.

Meanwhile, the kitchen requires leadership which is not there at the present time. The part-time staff are doing their best, but it is obvious in this very busy period that dish-washing and kitchen cleaning areas are not being kept properly. For example, after the function on the week-end of October 18, which was approximately 1,000 people, one of the part-time staff worked 20 hours straight so that the Centre could service another function at noon the next day. This is clearly because there is no back-up of full-time staff to run this very critical Department while the Chief Steward is ill.


William J. Penfold
Director
Hamilton Convention Centre

WJP:bg
Attch.

CONFIDENTIAL MEMORANDUM

TO: Mr. William J. Penfold, Director
Hamilton Convention Centre

FROM: S. H. Dockman, Operations Manager
Hamilton Convention Centre

DATE: October 24, 1986

SUBJECT: Assistant Chief Steward

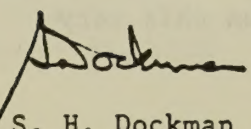
As you are aware, Lisa Serrick, the Chief Steward, was diagnosed two years ago as having arthritis. During the past two years, her condition has deteriorated to the point when an operation was necessary in August this year.

Lisa has not improved since the operation. Unfortunately, her condition is very serious. There are indications that this disease may leave her permanently disabled. Her doctor has advised that Lisa is to refrain from any physical exertion.

Presently, Lisa is able to do the necessary paperwork and general supervision. However, there is no assurance that she will be able to work on a regular basis.

This situation is a deep concern for Alan Ginn and myself. The Stewarding Department is currently short-staffed and unsettled, due to the lack of direct supervision at all times. Tony Tolone, the part-time Assistant Chief Steward, is doing his best, but does not have the character and expertise necessary to run the department efficiently.

A recommendation has been forwarded to hire a full time Assistant Chief Steward effective January 01, 1987. In light of the current situation in the Stewarding Department, I strongly recommend that the Assistant Chief Steward be hired as soon as possible at a salary of \$15,867.00 which is Step 1 in Pay Grade 103. This salary would be subject to the current Salary Study.


S. H. Dockman
Operations Manager
Hamilton Convention Centre

SHD:bg



HAMILTON CONVENTION CENTRE

FROM: William J. Penfold, Director DATE: October 27, 1986
Hamilton Convention Centre

FOR ACTION XXX

FOR INFORMATION _____

TO: BOARD XXX (OR) Hamilton Convention Centre
and Audit/Finance COMMITTEES XXX

SUBJECT: Operating Expenses

RECOMMENDATION: It is strongly recommended that the China, Glassware and Silver accounts be over-expended by approximate \$13,000 in accordance with the attached correspondence

BACKGROUND:

Similar to 1985, the Centre Management request that the China, Glassware and Silver Accounts be over-expended so that purchases in 1987 will be reduced. The Municipal Contribution is well under budget and is expected to be even further reduced during the final three months of the year.

William J. Penfold
Director
Hamilton Convention Centre

WJP:bg
Attch.

MEMORANDUM

MEMO TO: William Penfold *24/10*
 FROM: Stephen Dockman
 DATE: October 24th, 1986
 SUBJECT: Operating Expenses

As business has been steadily increasing our current inventories of china, glassware and silver are not adequate to service the current needs of the Convention Centre.

There are not enough funds in the replacement accounts line in the operating budget to purchase the additional supplies that are needed. Considering that we have a substantial budgetary surplus for 1986, I am hereby requesting that we purchase the supplies as outlined below and process the costs through the 1986 expense lines. This will therefore increase the deficit and reduce the surplus accordingly.

A summary of the expenses and appropriate accounts are as follows:

1) China - Account 8340-2471

Purchase of the following items:

100 dozen cups at \$21.45 per dozen	\$ 2145.00	
60 dozen side plates at \$18.53 per dozen	1111.80	
	<u>\$ 3256.80</u>	
7% Provincial Sales Tax	227.98	\$ 3484.78

2) Glassware - Account 8340-2472

Purchase of the following items:

100 dozen hi-ball glasses at \$15.86 per dozen	\$ 1586.00	
45 dozen 8½ oz wine glasses at \$15.86 per dozen	713.70	
30 dozen 6 oz wine glasses at \$15.86 per dozen	475.80	
30 dozen rock glasses at \$15.86 per dozen	475.80	
30 dozen cordial glasses at \$15.86 per dozen	475.80	
	<u>\$ 3727.10</u>	
7% Provincial Sales Tax	260.90	\$ 3988.00

3) Silver - Account 8340-2473

Purchase of the following items:

75 dozen teaspoons at \$26.85	\$ 2013.75	
40 dozen parfait spoons at \$29.15 per dozen	1166.00	
30 dozen butter knives at \$65.10 per dozen	1953.00	
	<u>\$ 5132.75</u>	
7% Provincial Sales Tax	359.29	\$ 5492.04

TOTAL

\$12964.82

If this request is rejected, it would be necessary to increase the appropriate account lines in the 1987 budget to allow for these operating expenses.

Stephen H. Dockman
 Stephen H. Dockman
 Operations Manager



HAMILTON CONVENTION CENTRE

REPORT TO THE HAMILTON CONVENTION CENTRE COMMITTEE FROM THE DIRECTOR FOR THE MONTH OF SEPTEMBER, 1986

October 27, 1986

INTRODUCTION

September 1986 was our best month for revenue ever. It was our second-busiest with 52% occupation and 97% Event Use. For the year, the Centre has had 250 out of 273 possible Event Days for a 92% average.

Revenue for the month was \$309,000 which is 76% over the budget, and 79% over September 1985. Annually, we are 29% over budget and 20% over 1985. It is expected that for the year, the Centre will go well over \$2,000,000.

OPERATIONS

There were back-to-back conventions which filled the City with delegates during the month. The Ontario Nursing Home Association, the Ontario Association for Homes for the Aged, and the Progressive Conservative Party Convention put some 2,000 delegates into the City, and a million dollars' worth of direct spending. After the conventions, the Home Improvement Show ended the month, and two other large events rounded out a very successful period - Festitalia and the Dofasco Quarter Century Banquet.

PART-TIME STAFF

The Convention Centre has reached crisis proportions in their hiring of part-time staff. Paradoxically, the low employment situation in Hamilton, together with the low wages paid, especially to porters, stewards and kitchen staff, have caused the hiring crisis. While it is not difficult to hire students during the evenings and on week-ends, it is becoming very difficult with our low hourly rate, to hire part-time workers during the day. The employment situation is now competitive and our experienced staff is now leaving for other higher-paying jobs, which pay benefits. For example, it appears we are becoming a training ground for the Sheraton Hotel in that employees learn the trade at the Convention Centre and leave to work at the Sheraton, because of their high wages.

This problem will be presented in a paper to the Audit and Finance Committee next week, and solutions for the 1987 budget will be recommended. The Audit and Finance recommendation will go to the next Board meeting and the Operations Budget will be presented at the November Committee meeting.

September 1986

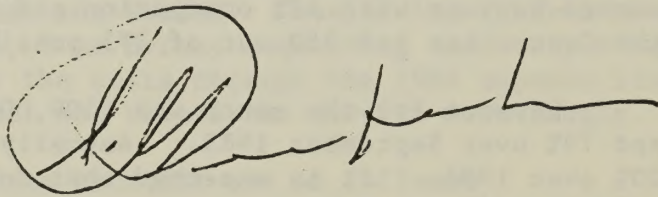
Page 2

COPPS COLISEUM CONCESSIONS

The Liquor Licence has now been received and Volume Services Inc. are now setting up the liquor areas with furniture and barriers.

MACNAB ARMS

The Manager continues to gather information on capital purchases. The Operations and Capital Budgets will be presented to the Committee at this meeting by way of the Business Plan which is on the Agenda. Once approval is given to proceed, the restaurant must then hire a chef, purchase capital equipment and carry out the necessary maintenance and repairs to the restaurant.



William J. Penfold
Director
Hamilton Convention Centre

WJP:bg



HAMILTON CONVENTION CENTRE

FUNCTIONS FOR THE MONTH OF SEPTEMBER, 1986

September 2nd, 3rd, 4th
5th & 8th, 1986

- City of Hamilton
Interviews
No. of People 100 Each Day

September 3rd, 1986

- H.E.C.F.I.
Meeting
No. of People 10

September 4th, 1986

- H.E.C.F.I.
Luncheon
No. of People 8

September 5th & 6th, 1986

- Festitalia
Cabaret
No. of People 2500 Total

September 6th, 1986

- Adams/Dougall Wedding
Reception/Dinner/Dance
No. of People 100

September 6th, 1986

- Cole/Galassi Wedding
Reception/Dinner/Dance
No. of People 165

September 6th, 1986

- Wood/Johnston Wedding
Reception/Dinner/Dance
No. of People 134

September 7th, 1986

- National Art Enterprises
Art Show
No. of People 150

September 8th, 1986

- Canadian Society of Laboratory Technologists
Dinner/Meeting
No. of People 14

September 8th, 1986

- Ambitious City Toast Mistress Club
Dinner/Meeting
No. of People 16

- 2 -

<u>September 8th, 1986</u>	- Tridont Dental Centre Meeting No. of People 20
<u>September 8th, 1986</u>	- City of Hamilton Interviews No. of People 200
<u>September 8th to September 11th, 1986</u>	- Ontario Nursing Home Association Conference No. of People 200 Each Day
<u>September 10th, 1986</u>	- Marlin Travel Meeting/Luncheon No. of People 18
<u>September 10th, 1986</u>	- Hamilton Place Outside Catering No. of People 18
<u>September 10th, 1986</u>	- Media Club of Hamilton Reception/Dinner/Meeting No. of People 22
<u>September 10th, 1986</u>	- Hamilton Board of Education Reception/Meeting No. of People 100
<u>September 10th & 11th, 1986</u>	- St. Joseph's Hospital Meeting No. of People 20 Each Day
<u>September 10th, 1986</u>	- Hamilton & District Funeral Services Association Dinner/Meeting No. of People 36
<u>September 10th, 1986</u>	- Canron Inc. Meeting/Luncheon No. of People 25
<u>September 12th, 1986</u>	- C.P. Rail Breakfast/Meeting/Luncheon No. of People 32
<u>September 12th, 1986</u>	- Canadian Association of Festivals Events Reception/Dinner/Show No. of People 70

- 3 -

- September 12th, 1986 - Ontario Hospital Nurses Alumni Association
Reception/Dinner
No. of People 25
- September 12th & 13th, 1986 - Operating Room Nurses Association
of Hamilton & District
Exhibit/Reception/Meeting
No. of People 160 Each Day
- September 13th, 1986 - Institute of Housing Management
Meeting/Luncheon/Reception
No. of People 150
- September 13th, 1986 - Vargyas/Saunders Wedding
Reception/Dinner/Dance
No. of People 181
- September 13th, 1986 - Wentworth Mould & Die
Reception/Dinner/Dance
No. of People 235
- September 13th, 1986 - Vlajkov/Allan Wedding
Reception/Dinner
No. of People 146
- September 14th, 1986 - Tridont Dental Centre
Meeting/Luncheon
No. of People 28
- September 10th to
September 17th, 1986 - Ontario Association of the Homes for the Aged
Convention
No. of People 1,700 Total
- September 16th, 1986 - Canadian Food Service Executives Association
Reception/Dinner/Meeting
No. of People 42
- September 17th, 1986 - City of Hamilton
Exams
No. of People 300
- September 17th, 1986 - McMaster University
Meeting/Luncheon
No. of People Meeting 175
No. of People Luncheon 75
- September 17th, 1986 - Registered Nurses Association of Hamilton
of Ontario - Hamilton Chapter
Reception/Dinner
No. of People 90

- 4 -

<u>September 17th, 1986</u>	- Hamilton Occupational Health Nurses Association Dinner/Meeting No. of People 39
<u>September 17th, 1986</u>	- Industrial Accident Prevention Association Dinner/Meeting No. of People 150
<u>September 17th, 1986</u>	- Canron Inc. Meeting/Luncheon No. of People 25
<u>September 17th to September 21st, 1986</u>	- Ontario Progressive Conservative Party Conference No. of People 3,000 Total
<u>September 22nd, 1986</u>	- Ambitious City Toast Mistress Club Dinner/Meeting No. of People 15
<u>September 25th to September 28th, 1986</u>	- Ontario Marketing Productions Ltd. Fall Home Improvement Show No. of People 1,300 Total
<u>September 25th, 1986</u>	- H.E.C.F.I. Outside Catering No. of People 20
<u>September 25th, 1986</u>	- Hamilton Place Outside Catering No. of People 11
<u>September 30th, 1986</u>	- Women's Canadian Club Meeting No. of People 500
<u>September 30th, 1986</u>	- City of Hamilton Meeting No. of People 17
<u>September 30th, 1986</u>	- Ministry of the Attorney General Assessment Review Board Meeting No. of People 10
<u>September 30th, 1986</u>	- Hamilton-Wentworth Housing Authority Reception/Dinner/Meeting No. of People 9

- 5 -

September 30th, 1986

- A.P.A.E.
Luncheon
No. of People 35

September 30th, 1986

- Junior Achievement
Meeting/Dinner
No. of People 38

September 30th, 1986

- Brewers Retail
Meeting/Luncheon
No. of People 19

September 30th, 1986

- Dofasco Inc.
Quarter Century Club
Reception/Dinner
No. of People 875

September 30th to
October 3rd, 1986

- Ontario Centre for the Prevention of Child Abuse
Meeting
No. of People 20 Each Day

cb
10/14/86



Hamilton
Entertainment
and Convention
Facilities Inc.

FROM Fred Bogden, Director of Marketing, HECFI DATE Oct. 28, 1986

☒ FOR INFORMATION

TO: Chairman,
Hamilton Convention Centre
Committee

☐ FOR ACTION

SUBJECT MARKETING UPDATE REPORT

1. 5th Anniversary Event

Herein a final report and accountability covering the Hamilton Convention Centre 5th Anniversary celebration October 16, 1986.

This event effectively tied into the official debut of Hamilton's "5 Minute 500 Million Dollar Walk" and this catch-phrase creatively promoted the incremental revenue to the community generated by the Convention Centre during its first five years of operation. Enclosed with this report are copies of the media release. It will be noted that during the past five years, more than 30,000 delegates attending the Convention Centre generated more than \$30 million in indirect spending in the Hamilton-Wentworth Region.

More than 1,000 invitations were mailed to clientele and other appropriate invitees on a local, regional, national and international basis. A special invitation completed in-house by the Hamilton Place creative staff - Mr. Bryan Cripps - is an example of the expertise that can be offered to other HECFI facilities.

The event attracted just under 400 guests and a large media turnout. Attached are copies of three articles from the October 16th Toronto Star, the October 17th Hamilton Spectator and the October 20th Hamilton Spectator. The event also received heavy radio and television coverage locally.

Attached are copies of two "Appreciation Certificates" which were created for the event and which are also now being used as a sales follow-up by the sales and marketing staff.

The financial statement for the event is as follows -

Expenses

Hamilton Convention Centre:

Catering	\$ 4,194.40
Waitstaff	\$ 1,482.66
Liquor	\$ 849.71
Flowers	\$ 301.21

Report To:
Chairman, Hamilton Convention Centre Committee

Page Two

Expenses (Cont'd)

Hamilton Convention Centre:

Electrical	\$	236.68
Coatcheck	\$	42.75
Ice Carvings	\$	338.00
Sundries - Linen	\$	91.08
Labour - Porters	\$	379.24
Labour - Maintenance	\$	31.66
Labour - Kitchen	\$	363.59
Labour - Stewards	\$	136.45

Sub-Total

\$ 8,447.43

Signage:

40 Silk Screened Posters	\$	500.00
Marching Banner	\$	300.00
Federal Tax	\$	96.00
Provincial Tax	\$	62.72

Sub-Total

\$ 958.72

Petteplace Gallery:

Framing Charges	\$	38.84	\$	38.84
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Other Charges:

Balloons	\$	579.62	\$	579.62
Stickers	\$	749.00	\$	749.00
Invitations	\$	703.47	\$	703.47
Certificates	\$	654.33	\$	654.33

TOTAL

\$12,131.00

Report To:
Chairman, Hamilton Convention Centre Committee

Page Three

Approved budget figure as per 1986 Marketing Plan was \$12,000.

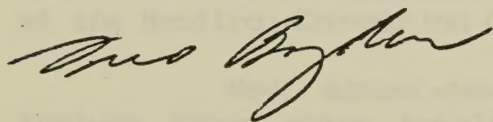
2. October 2nd Local Industry Meeting

As reported earlier, the Managing Director and the Director of Marketing participated in a lengthy meeting called by Mayor Morrow at City Hall on October 2nd. Also attending were senior representatives of the three major hotel properties, the Region, and several other local tourism representatives. The meeting, as well as addressing several sensitive current issues, also reviewed at length the overall relationships between the City/hotels/HECFI/Region. The consensus from not only the hotel representatives but also the Regional representatives essentially was that HECFI should be out of the banquet business completely. We reviewed in detail the new booking policy of the Convention Centre as contained in our 1986 Marketing Plan which emphasized the active pursuit of major conventions with the incremental revenue spin-off to the community including the hotels, rather than the solicitation of local small banquet, reception and wedding business.

Currently, the solicitation by the Convention Centre sales staff is to concentrate on the "over 400" delegate figure. Shortly we will be undertaking a full analysis of attendance size per event over the last five year period.

The Convention Centre sales staff are continuing to accept business of all sizes while actively soliciting the "over 400" attendee events, with emphasis on the incremental revenue factor to the community.

Respectfully submitted,



Fred Bogden,
Director of Marketing.



Hamilton
Entertainment
and Convention
Facilities Inc.

8 P-19

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

OCTOBER 16, 1986

SUBJECT: 5TH ANNIVERSARY HAMILTON CONVENTION CENTRE
5 MINUTE 500 MILLION DOLLAR WALK

TO THE MEDIA

Today marks the official debut of "Hamilton's 5 Minute 500 Million Dollar Walk".

This "catch phrase", which captures the spirit of the dynamic development of the City's downtown core, will be used locally, regionally, nationally and internationally to help attract the attention of business, industrial, trade, tourism and hospitality agencies the world over.

The 5 minute "walk", to be hosted today by His Worship Mayor Robert Morrow, will follow a route which allows an "in sight" view of a cavalcade of downtown core developments, the value of which (including land and buildings at 1986 costs) totals slightly more than 500 million dollars. It will end, on this special occasion, at the Hamilton Convention Centre, to celebrate its fifth birthday.

New, almost-new and refurbished properties in view today include three major hotels - the Holiday Inn, the Royal Connaught and the Sheraton Hamilton; the soon-to-be-completed Commerce Place; the Convention Centre; Hamilton Place; the Art Gallery; Copps Coliseum, Park Place; the Standard Life Centre; Jackson Square; City Hall; the Football Hall of Fame; the Board of Education building and more.

Today, more tangible evidence, indeed, that "HAMILTON HAS IT!".

Additional Media Information,

Please Contact:

Norm Marshall - 527-7900



HAMILTON CONVENTION CENTRE

FOR IMMEDIATE RELEASE

THE FABULOUS FIFTH!!!

Since the Hamilton Convention Centre opened Friday, June 19th, 1981, 1,239,241 people have passed through the turnstiles.

Today, as we celebrate this Fifth Birthday, let's review some interesting statistics.

The Centre was built at a cost of \$16,633,526 with slightly over 10 million dollars contributed by the City of Hamilton and the remainder by the Province of Ontario. The cost of the furnishings was \$1,640,000.

In the past three years, revenue has RISEN 51% and expenses only 18%. The municipal contribution has LOWERED in each of the last four years. Last year (1985), it was \$182,000.

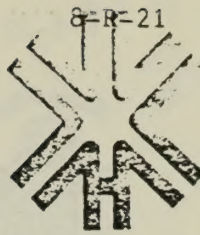
In actual fact, Hamilton's Convention Centre is the only large Convention Centre in Canada which virtually breaks even.

OF SPECIAL INTEREST

The Centre has a full-time staff of 21 and a part-time staff of 271. Since the official opening, this group has provided food service for more than one million people. More than one million pounds of food has graced the Centre's tables.

THE ANCILLARY ADVANTAGES

During the past five years, more than 30,000 delegates, attending the Convention Centre have required hotel rooms and other service generating \$30,000,000 in indirect spending in the Hamilton-Wentworth Region. New jobs are created by that \$30,000,000 rippling through the region and here is what 100 new jobs will do for the community:



HAMILTON CONVENTION CENTRE

- Page 2 -

Annual Personal Income:	\$1,948,353
New Retail Establishments:	7
New Jobs (other than the original 100):	64
Population Increase:	202
Families:	102
School Enrollment:	61
Annual Retail Sales:	\$1,477,453

The "direct spending" story is equally interesting. For five years, the total was \$10,000,000 distributed as follows:

Hotel Rooms:	\$4,000,000
Food and Beverage:	\$3,000,000
Retail Stores:	\$1,000,000
Miscellaneous (Transport, Gratuities, Etc.):	\$2,000,000

When Larry Grossman and William Powell officiated at the official opening of the Convention Centre in 1981, they spoke of the "bright promise" of the Centre. It is obvious, in 1986, that "the promise" is being realized.

* * * * *

ROBERT M. MORROW
MAYOR



GREETINGS AND WELCOME TO OUR ANNIVERSARY CELEBRATION

It is most fitting that today's introduction of Hamilton's "5-Minute 500 Million Dollar Walk" will lead us to the doors of the Hamilton Convention Centre as it marks its Fifth Anniversary.

The Convention Centre's reputation for excellence in the convention, trade show, meeting and hospitality community has grown immeasurably with each passing year and the future looks even brighter!

On behalf of the citizens of Hamilton, I would like to express my appreciation for the devoted service of the Director, Bill Penfold, and all members of the dedicated Convention Centre administration and staff.

Happy Fifth Birthday!

Yours sincerely,

Robert M. Morrow

Robert M. Morrow
Mayor



HAMILTON CONVENTION CENTRE

A 5TH TO REMEMBER!!

Among those celebrating the fifth anniversary of the Hamilton Convention Centre today are Mr. Morris Wales, President, and Mr. Bill Gower, Business Manager, of the Bricklayers and Masons' Union, Local #1.

Their presence is most appropriate. The fifth event held at the Convention Centre was the 100th anniversary meeting of their organization --- Saturday, June 6 and Sunday, June 7, 1981.

Welcome back!

Toronto Star,
October 16, 1986.

5-minute walk is Hamilton's marketing plan

By Kathleen Kenna Toronto Star

Hamilton Mayor Bob Morrow kicks off an international marketing campaign for his city tonight with a five-minute, \$500-million walk.

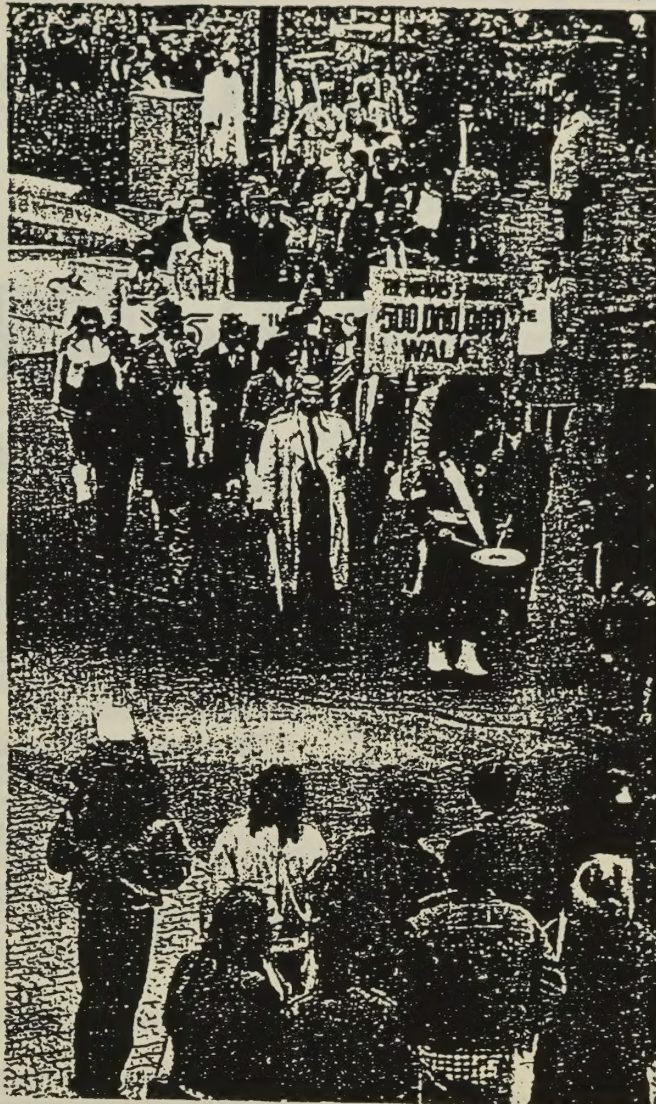
Morrow will lead members of the media and dignitaries on a quick tour of downtown Hamilton to show off recent redevelopment and point out sites slated for more urban renewal. The combined construction value of the building projects has been estimated at \$500 million.

"It's a cute gimmick with real meaning, not just froth," said Norm Marshall, the public relations consultant who came up with the scheme. "The mayor's five-minute, \$500-million walk will be at the heart of Hamilton's international tourism and business advertising."

The walk will end with a reception at the city's convention centre, which is celebrating its fifth anniversary. Organizers estimate the party will cost about \$7,500 and attract more than 500 people, including centre clients, politicians and Hamilton business leaders.

Advance publicity for the event promised musicians, clowns and "pretty ladies," but Marshall said the clowns have been dropped.

Instead, guests on the walk will be accompanied by Tiger Cat majorettes, the city's Miss Mardi Gras and Mr. and Miss Oktoberfest.



Ren Pozzer/The Spectator

Five-minute walk, which ran a little long, winds through downtown.

\$500m walk boosts Hamilton growth

THE MAYOR'S Five Minute — \$500 Million Walk took 22 minutes but that was just fine with His Honor — it gave him more time to show off downtown Hamilton.

"I think there's been tremendous change in the city, in terms of optimism about the future, we're feeling fantastic and we want to show it off," Mayor Bob Morrow said.

Homeward-bound citizens seemed somewhat surprised by the sight of 150 people straggling after the mayor with a few police bagpipers and a couple of signs celebrating the walk and the Convention Centre's fifth anniversary.

None yielded to the mayor's cheery invitations to join the ad hoc parade, which wended its way past or through much of the newest development in what the mayor called "the revitalized downtown."

Convention centre staff and customers, aldermen, local media and a handful of cheerleaders followed the mayor from the Royal Connaught past the under-construction Commerce Place (festooned with blue and white balloons for the occasion) through the new Sheraton and Jackson Square to the Convention Centre.

Development along the route is estimated to be worth \$500-million, although Mr. Morrow said he thought that was a conservative figure.

Once at the convention centre, the walkers joined other guests at a cocktail party, where the 300 guests made only modest inroads on a dazzling array of food and alcohol.

Fred Bogden, marketing director of the convention centre, said the party was primarily intended as a thank-you to people who had used the centre during its first five years.

Mayor Bob prompts crowds at convention centre party

THAT WAS some party last week to celebrate the 5th anniversary of the Hamilton Convention Centre — tables groaning with goodies, and wine and cocktails at every turn.

So, after a couple of hours of winning and dining, Jim Brown, George Rihbany and sundry other guests found themselves escorted to the lockup. But with time off for good behavior they were all back an hour later to start another round of partying at the Art Gallery of Hamilton.

Just to put the matter straight, the jailbirds were members of the Ad and Sales Club, touring the Hamilton-Wentworth Detention Centre as an educational project.

The convention centre affair followed the mayor's "five-minute, \$500 million walk" from the Royal Connaught Hotel to the centre with Bob Morrow acting as tour guide, pointing out all the tremendous progress made downtown over the past few years.

Along the way the mayor was entreating the crowds to join the 130 or so walkers but with little success. Now if the good folk could have seen what awaited them at the convention centre there'd have been a stampede to join.

A large number of invitees to the affair decided to skip the walk, possibly because of the cool wind and intermittent rain, and wait for the entourage in the comfort of the convention centre. I found that conduct reprehensible, cowardly, disgusting

Still, we gave the walkers a big hand when they arrived at the centre.

It was fitting that among the guests were Morris Wales and Bill Gower, president and business manager, respectively, of the Bricklayers and Masons Union, Local 1. Its members were employed in the building of the centre, and on this fifth anniversary it was pointed out that the fifth event at the centre was



Stan
MCNEILL'S
PEOPLE

the 100th anniversary meeting of the union.

From the convention centre it was a short hop across Summer's Lane to the art gallery where CKOC was celebrating a joint affair — the official opening of its new FM station, CKLH 102.9, and the opening of the 18th annual CKOC/CKLH Arts Hamilton Exhibition.

The art gallery was jammed for the event and the speeches were numerous. But despite microphones set up on the dais, people at the back didn't hear a thing. So what do you expect from a company in the communications field!

□□□

NOW IT'S the turn of the Sheraton Hamilton.

Wednesday will see the hotel celebrating its first anniversary, with the public invited to join in the festivities and enjoy a chunk of the nine-foot birthday cake to be cut by Mayor Bob Morrow at 5 p.m.

Part of the celebration will be the introduction of the Sheraton's new dining-room — Diane's. And for each customer to Diane's the hotel will contribute \$5 to the Hamilton Civic Hospitals building fund. For the remainder of October the hotel lobby will have a wishing well for contributions to the fund.

□□□

IN THE immortal words of P. T. Barnum "There's a sucker born every minute."

Well, the only suckers in Hamilton and area will be those who miss the Hamilton Theatre Inc. show, Barnum, scheduled for Sir John A. Macdonald Theatre, Nov. 7, 8, 14, 15, 16, 21 and 22 at 8 p.m. There'll also be Sunday matinees Nov. 9 and 16, starting at 2 p.m.

There was a short preview of the show from cast members last week at the Hamilton Press Club and the Canadian Football Hall of Fame auditorium — and what a boisterous, toe-tapping show it promises to be.

The staging and direction is in good hands with Michael Mann, a 39-year-old showbiz guy with impressive credentials. He started his stage career at the age of eight, dancing and singing on the CBC-TV's *Porte Ouvert*, shown on the French channel in Montreal. Two years later saw him with the cast of the New York City Opera, and at the age of 11 he was on Broadway playing in *Gypsy* with Ethel Merman.

Many other roles followed, including a stint as a paratrooper-ranger with the U.S. army in Vietnam where he was awarded the Bronze Star and Air Medal for Valor.

His association with Barnum began in 1980 when he became stage manager and dance captain for the show on Broadway. More recently he has staged and directed Barnum on the cruise ship S.S. Norway.

Mann brings a lot of enthusiasm to Hamilton, but no more than the 25-member Hamilton Theatre Inc. cast headed by Jim Selman, currently studying for a political science degree at McMaster, as Phineas Taylor Barnum, the king of razzle-dazzle.

It's going to be a great show. Don't miss it. Tickets are \$10 and \$12 and can be reserved by calling the theatre's 24-hour box office line at 522-3032.



HAMILTON CONVENTION CENTRE

MEMORANDUM

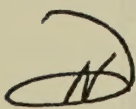
MEMO TO: Fred Bogden, Director of Marketing,
HECFI/Sales and Marketing

MEMO FROM: Nat Davidson, Sales Manager,
HECFI/Sales and Marketing

DATE: October 29, 1986

SUBJECT: Sales Report - September 1986

1. Sales for September 1986, were \$347,240. up \$83,769. over Sales of \$263,471. for September 1985.
2. Actual revenue for September 1986 was \$294,595. up \$168,053. over revenue of \$126,542. for September 1985.
3. Projected revenue for the balance of 1986 is \$440,149. compared to \$309,864. for 1985 up 130,285.
4. Enclosed are the following reports :
 - (a) Convention update
 - (b) Reduced items
 - (c) Monthly Overview
 - (d) Monthly revenue re-cap
 - (e) Current and future year summary



Nat Davidson
Sales Manager

kd/

GROUP	DATES	NO'S	ACCOMMODATION	AUXILIARY REQ	FOOD & BEV	RETAIL	TOTAL
Hamilton Area Challenge Square Dancers	Nov 6-8/86	500	73,576.	28,455.	37,888.	17,293.	157,212.
Student Mission	Dec 26-31/86	500	588,612.	227,647.	303,110.	138,349.	1,257,718.
Arena Managers Association	Jan 14/87	2000	4,914.	1,901.	2,531.	1,154.	10,500.
Ontario Holstein Association	Feb 24-26/87	500	70,200.	27,150.	36,150.	16,500.	150,000.
Critical Care	Apr 26-28/87	200	29,484.	11,403.	15,183.	6,930.	63,000.
Electron Microscopy	May 3-8/87	1500	442,260.	171,045.	227,745.	103,950.	945,000.
Canadian Institute Food Science & Technology	May 17-20/87	700	137,349.	53,120.	70,729.	32,283.	293,481.
Electrical Utilities Safety Association	May 24-25/87	400	39,312.	15,204.	20,244.	9,240.	84,000.
Municipal Electric Association	May 24-27/87	500	98,046.	37,920.	50,490.	23,044.	209,500.
Ontario Motor Coach	June 3-5/87	700	137,124.	53,033.	70,613.	32,230.	293,000.
Canadian Association Equipment Distributors	June 14-16/87	700	103,007	39,838.	53,044.	24,211.	220,100.
Canadian Hospital Engineering Society	July 21-25/87	300	58,827.	22,752.	30,294.	13,827.	125,700.
Respiratory Therapy Society	July 27-30/87	200	39,242.	15,177.	20,208.	9,223.	83,850.
Ontario Public School Teachers Federation	Aug 9-21/87	700	447,174.	172,946.	230,275.	105,105.	955,500.
Sports Distributors	Aug 23-26/87	200	39,312.	15,204.	20,244.	9,240.	84,000.
Rental Association	Sept 13-16/87	300	58,968.	22,806.	30,366.	13,860.	126,000.
Canadian Round Dancers	Oct 9-11/87	250	36,855.	14,254.	18,978.	8,663.	78,750.
Canadian Auto Club	June 17-23/88	350	120,393.	46,562.	61,997.	28,298.	257,250.
Lithuanian Folk Dance	July 1-3/88	2000	294,119.	113,751.	151,458.	69,130.	628,458.

GROUP	DATES	NO'S	ACCOMMODATION	ANCILLARY REQ	FOOD & BEV	RETAIL	TOTAL
Pentecostal Assemblies of Canada	Aug 27-30/88	1000	196,560.	76,020.	101,220.	46,200.	420,000.
Homebuilders National Conference	FEB 5-8/89	2000	392,427.	151,772.	202,083.	92,237.	838,519.
Polish Singers Alliance of America	May 25-29/89	1500	294,138.	113,758.	151,465.	69,135.	628,500.
Canadian Parks & Recreation Association	Aug /89	1000	147,000.	57,000.	76,000.	35,000.	315,000.
Institute of Association of Executives	Aug 12-15/90	700.	137,349.	53,120.	70,729.	32,283.	293,481.
Ontario Society of Medical Technicians	Sept 17-20/90	500	98,106.	37,943.	50,520.	23,059.	209,628.
Credit Union Central of Ontario	Mar 28-Apr 1/90	2000	490,510.	189,706.	252,592.	115,291.	1,048,099.
Association of Conservation Authorities	Aug 5-9/90	1000	245,255.	94,853.	126,296.	57,645.	524,049.
Supreme Council of Scottish Rite	Sept 9-10/93	1000	49,140.	19,005.	25,305.	11,550.	105,000.
T O T A L	134 Days	23000	4,888,879.	1,890,933.	2,517,860.	1,149,541.	10,447,213.
TOTAL DAYS 134							
TOTAL DELEGATE DAYS 110,170							
ESTIMATED COMMUNITY BENEFIT 10,447,213.							

	ITEM	REDUCTION	RECEIVED				
Sheet 2	City of Hamilton Personnel Department	Rental	Reduced	\$ 960.00	\$ 1926.00	City Rate	N. Davidson
6	Adams/Dougall Wedding	Rental	Complimentary	\$ 125.00	\$ 2823.50	Change Room	N. Davidson
6	Cole/Galaasal Wedding	Rental	Complimentary	\$ 110.00	\$ 4270.65	Change Room	N. Davidson
6	Wood/Johnston Wedding	Rental	Complimentary	\$ 165.00	\$ 4002.04	Change Room	N. Davidson
7	National Art Enterprises	Rental	Reduced	\$ 50.00	\$ 400.00	Serial Booking	N. Davidson
8	City of Hamilton Personnel Department	Rental	Reduced	\$ 240.00	\$ 360.00	City Rate	N. Davidson
11	Ontario Nursing Home Association	Rental	Reduced	\$ 1247.00	\$ 50132.57	Confirmation	N. Davidson
11	Vlajkov/Allan Wedding	Rental	Complimentary	\$ 110.00	\$ 3958.50	Change Room	R. Laking
13	Vargyas/Saunders Wedding	Rental	Complimentary	\$ 165.00	\$ 6038.00	Change Room	R. Laking
16	Ontario Association of Homes for the Aged.	Rental	Complimentary	\$ 7455.00	\$ 73827.53	Confirmation	N. Davidson
17	City of Hamilton	Rental	Reduced	\$ 520.00	\$ 795.00	City Rate	N. Davidson

Number	Client	Reduction	Received	City Rate	Signature
17	McMaster University	Rental	\$ 60.00	\$ 1297.30	N. Davidson
17 - 21	Ontario Progressive Conservative Party	Rental	\$16010.00	\$45360.13	N. Davidson
23 - 29	Ontario Marketing Productions	Complimentary	\$ 6570.32	\$35527.67	N. Davidson
30	Womens Canadian Club	Reduced	\$ 150.00	\$ 324.00	N. Davidson
30	City of Hamilton	Reduced	\$ 38.00	\$ 97.00	N. Davidson
30	Ontario Centre for the Prevention of Child Abuse	Reduced	\$ 138.00	\$ 1045.00	N. Davidson
30	Ministry of the Attorney General	Reduced	\$ 34.00	\$ 51.00	N. Davidson
		HCC Rental Coffee	\$34147.32 380.00 12.00		
			\$34539.32		



HAMILTON CONVENTION CENTRE

MARKETING AND SALES DEPARTMENT

MONTHLY OVERVIEW

SEPTEMBER 1986

<u>CONTACTS</u>	<u>PERSONAL</u>	<u>TELEPHONE</u>	<u>IN HOUSE</u>	<u>MAIL</u>
Week 1	7	76	12	75
Week 2	8	103	16	86
Week 3	5	105	10	101
Week 4	<u>6</u>	<u>98</u>	<u>22</u>	<u>79</u>
Total	26	382	60	341

DEFINITE BOOKINGS

	<u>DATE</u>	<u>N/R</u>	<u>REVENUE</u>	<u>REP</u>
Ontario Separate School Trustees' Assoc.	04/02/87	R	24,005.	SF
The Hamilton-Wentworth Area Municipal	11/19/87	R	13,229.	PM
Lewood Masters	12/14/86	R	466.	PM
Mayor's Race Relations Conference	11/21/86	R	2,838.	PM
The Ontario Quarter Century Club	10/30/86	R	19,360.	PM
Robinson Cone	10/30/86	R	1,026.	SF
Royal Scottish Country Dance	03/28/87	R	5,131.	PM
Catholic Youth Organization	11/30/86	R	2,124.	PM
Wood Gundy	10/21/86	R	1,400.	PM
McMaster Biochemistry Society	03/21/87	R	1,908.	PM
Nabisco Brands, Lifesavers Div	12/11/86	R	1,325.	HN
F. L. Johnson Symposium	10/02/86	N	280.	PM
Ontario Housing Corporation	10/23/86	R	821.	
Kerrwil Publications	11/17/86	R	492.	PM
Dominion Securities	09/09/87	R	561.	PM
Dominion Securities	05/12/87	R	561.	PM
McMaster Continuing Medical	10/08/86	R	720.	PM
Hamilton Academy of Medicine	12/12/87	R	2,544.	PM

Marketing and Sales Department
Overview - September 1986

- 2 -

<u>DEFINITE BOOKINGS</u>	<u>DATE</u>	<u>N/R</u>	<u>REVENUE</u>	<u>REP</u>
Academy of Veterinary Medicine	12/12/87	R	2,544.	PM
Financial Concept Group Inc.	10/20/86	R	1,230.	
Financial Concept Group	10/08/86	R	721.	
Canadian Imperial Bank of Commerce	11/13/86	R	3,849.	SF
Hamilton Construction Assoc.	12/11/87	R	4,902.	PM
McMaster Medical Class	05/16/87	R	5,088.	PM
Clarke Transport Canada Inc.	11/05/86	R	749.	PM
McMurray/McArthur Wedding	09/12/87	N	3,134.	
Bruce Trail Association	11/14/86	R	572.	PM
Steeldruphonic - Winston Neale	10/24/86	N	12,296.	PM
Hamilton Musicians Guild	10/14/86	R	272.	PM
HGG User Group Seminar	11/03/86	R	216.	PM
HGG User Group Seminar	10/27/86	R	432.	PM
HGG User Group 2 serial bookings	10/16/86	R	1,079.	SF
Heald/Cooper Wedding	09/12/87	N	5,130.	SF
Hamilton Spectator	11/10/86	R	2,849.	PM
McMaster M.B.A. Conference	01/10/87	R	3,078.	SF
Intermetco Ltd.	02/24/87	R	213.	PM
Hamilton Theatre Inc.	09/19/87	R	2,565.	SF
Meetings and Incentive Travel	12/01/86	R	2,600.	PM
National Baha'i Schools	10/11/86	N	318.	SF
Hamilton Board of Education	10/08/86	R	340.	PM
Electronic Data Interchange	01/26/87	R	3,392.	PM
W.L. Griffin Printing Ltd.	12/13/86	R	1,017.	PM
Phillipino Cdn. Association	06/12/87	R	5,088.	PM
C. P. Rail Traffic Club	11/05/86	R	995.	PM
Petro Canada	10/06/86	R	715.	PM

Marketing and Sales Department
Overview - September 1986

- 3 -

<u>DEFINITE BOOKINGS</u>	<u>DATE</u>	<u>N/R</u>	<u>REVENUE</u>	<u>REP</u>
Technology Showcase	10/01/86	R	250.	PM
McMaster Community Health Program	12/11/86	R	886.	PM
McMaster Convocation	11/14/86	R	65.	PM
Ministry of Environment	10/01/86	R	374.	
HCC 5th Anniversary Party	10/16/86	N	4,000.	PM
Dominion of Canada General Ins.	12/06/86	R	742.	
Hamilton Bridge Tournament	01/30/87	R	1,744.	SF
7-11 Food Stores	11/27/86	N	4,897.	PM
Park Avenue Church	12/05/87	R	5,194.	PM
McMaster-Supt. of Building	10/03/87	R	31,800.	HN
A & P Food Fair	04/07/87	R	15,010.	PM
Detail Council of Canada	01/27/87	R	312.	PM
Canadian Tire	11/22/86	R	2,544.	PM
Tim Donut Ltd.	12/20/86	R	5,724.	PM
Hiram Walker Brands	10/02/86	R	1,213.	PM
Assoc. Iron and Steel	10/21/86	R	6,227.	PM
Traffic Club of Hamilton	11/12/87	R	8,900.	JO
Ontario Progressive Conservative	09/17/86	R	54,500.	PM
HGG User Group (2 serial bookings)	10/06/86	R	1,169.	PM
Simcoe and Erie Insurance	12/19/86	R	4,579.	PM
Stelco Wire Products	10/15/86	R	334.	PM
McMaster Continuing Medical Education	11/12/86	R	793.	PM
L.R.I.S. Seminar	10/08/86	R	147.	PM
Electronic Data Interchange	11/27/86	R	3,392.	PM
McMaster - Physical Plant Dept.	12/24/86	R	551.	PM
McMaster Continuing Medical Education	02/11/87	R	4,443.	PM
Regional Executive Briefing	10/06/86	R	873.	PM

Sales and Marketing Department
Overview - September 1986

- 4 -

<u>DEFINITE BOOKINGS</u>	<u>DATE</u>	<u>N/R</u>	<u>REVENUE</u>	<u>REP</u>
Reid/Booth Wedding	08/22/87	N	3,816.	PM
McMaster Health Sciences	12/12/86	R	597.	PM
Ham. Went. R C Separate School	03/10/87	R	5,936.	PM
Marlin Travel	09/10/86	R	133.	PM
Menasco Aerospace	12/05/86	R	23,850.	PM
Kim Harris Bridal Shower	10/23/86	R	378.	
Canadian Food Service Exec.	09/16/86	R	882.	SF
Brewers Retail	10/08/86	R	258.	SF
Brewers Retail	09/30/86	R	258.	SF
Cdn. Assoc. of Nurses Oncology	10/02/86	R	308.	SF
Ladies Auxillary, Ham Academy of Med	04/29/87	R	517.	SF
Winter Festival of Friends	11/25/86	R	<u>8,013.</u>	PM
		TOTAL	347,240.	

<u>TENTATIVE BOOKINGS</u>	<u>DATE</u>	<u>NO'S</u>	<u>REVENUE</u>
Allan Retirement Party	11/29/86	120	2,200.
McMaster Continuing Medical Education	10/03/87	150	5,202.
Menasco Aerospace	12/05/87	900	18,500.
		TOTAL	25,902.

<u>CANCELLATIONS</u>	<u>DATE</u>	<u>REVENUE</u>	<u>REASON</u>
McMaster Continuing Education	10/29/86	382.	Not enough response from students.
Goryan/Hough Wedding	09/12/87	6,310.	Wedding called off.
Ontario Food Processors	11/23/87	6,400.	
Merck. Frosst	10/07/86	1,020.	Speaker from Scotland unable to come, re-schedule for 1987.
McMaster Continuing Education	10/01/86	2,190.	No program available.
Gerrish/LeBreton Wedding	11/29/86	1,033.	Not enough guests, Cost of parking, and Festival of Friends in
Bank of Commerce	10/08/86	<u>2,749.</u>	Too costly as fundrais
	TOTAL	20,084.	

Marketing and Sales Department
Overview - September 1986

- 5 -

DEPARTMENT INITIATIVES

Hamilton Convention Centre 5th Anniversary

MEETINGS ATTENDED

Convention Update	- 2
Sales and Marketing	- 3
5th Anniversary	- 3
Hall of Fame	- 4
Ad & Sales	- 2
Big Brothers	- 2

MONTH September 31, YR 86

DEFINITE BUSINESS BOOKED DURING MONTH OF September FOR October
 Figures adjusted - 10% rooms -- 20% food & beverage

	THIS MONTH	THIS MONTH LAST YEAR	+ OR - CHANGE
FOOD & BEVERAGE:	262,507.	ACTUAL 186,067.	+76,440.
RENTAL	28,330.	53,884.	-25,554.
OTHER	15,345.	13,671.	+1,674.
MONTHLY TOTALS:	306,182.	253,622.	+52,520.

TENTATIVE BUSINESS BOOKED DURING MONTH OF September FOR October

FOOD & BEVERAGE:	N/A		
RENTAL:	N/A		
MONTHLY TOTALS:	N/A		

CANCELLATIONS OF DEFINITE BOOKINGS: October
 (explanation on reverse side)

	CANCELLATION	NET SALES	ACTUAL BUSINESS DURING MONTH OF
FOOD & BEVERAGE	12,614.	10,091.	F & B:
RENTAL:	400.	360.	RENTAL:
OTHER	720.	648.	OTHER:
MONTHLY TOTALS:	13,734.	11,099.	TOTAL:

TOTAL FUTURE BUSINESS IN BOOKS (Definite - Tentative)
 (begins with month following this report)

	1986	1987	19__	19__
FOOD & BEVERAGE:	334,048.	1,007,558.		
RENTAL:	87,717.	146,729.		
OTHER	18,384.	59,830.		
TOTALS:	440,149.	1,214,117.		

DATE October 29, 1986

SALES MANAGER AL

DATE _____

GENERAL MANAGER _____

TOTAL YEAR TO DATE REVENUE

FOOD & BEVERAGE _____

RENTAL _____

OTHER _____

OCTOBER 1986 - Cancellations

<u>BOOKING</u>	<u>DATE</u>	<u>AMOUNT</u>	<u>REASON</u>
Cdn. Assoc. of Nurses	10/26/86	308.	Too costly
Bank of Commerce	10/08/86	2,749.	Too costly to be a fund raiser
Opera Hamilton	10/25/86	9,275.	Too costly to be a fund raiser
McMaster University	10/29/86	382.	No program
Merck Frosst	10/07/86	1,020.	Speaker out of town not available
	TOTAL	\$13,734.	



MILLION CONVENTION CENTRE

MONTHLY REPORT
CURRENT and FUTURE YEAR SUMMARY
(BOOKINGS)

Period: September 31, 19 86

CURRENT YEAR = OBJECTIVES VS. ACTUAL

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
GOALS	143,800.	200,400	207,930	37,395.	103,930	177,230	254,230	259,180	208,605	- 222,700.	-	157,700	1,973,100.
BOOKED TO DATE							372,042	205,743	235,406				813,191.
ACHIEVED ACTUAL	211,076.	235,877	194,930	57,316	107,520.	308,995				- 350,728.	-	139,503	1,605,945.
VARIANCE +/-	+67,276.	+35,477	+13,000	+19,921.	+3,590.	+131,765	+117,812	-53,437	+26,801	+ 128,028.		-18,197	+446,036.

FUTURE YEAR(S) = OBJECTIVES VS. ACTUAL (TO DATE)

	1987	NEXT 12 MONTHS	FUTURE YEARS TOTAL	GRAND TOTAL
GOALS =		2,350,000.		2,350,000.
BOOKED TO DATE		1,211,256.		1,211,256.

D. Anderson
Signature

LOCATION BREAKDOWN =

1986 - September	DEPT.	NET ACTUAL*	DEPT. GOAL	CANCELLATIONS
DEFINITES CONFIRMED THIS PERIOD	SALES	308,995.	177,230.	20,084.
TENTATIVES BOOKED THIS PERIOD		25,902.		

*NET ACTUAL is the Actual Definites/Tentatives net of Cancellations shown

Signature



**Copps
Coliseum**
Victor K. Copps
Trade Centre/Arena

8-R-41

APPENDIX "G"
EIGHTH REPORT
HCC COMMITTEE

Tel 416/526-4450

M E M O R A N D U M

FOR ACTION: ☐

FOR INFORMATION: ☒

TO: Hamilton Convention Centre Committee, Attn. Mrs. B. Goddard,
Secretary

COPIES TO: Mr. B. Conacher

FROM: Mr. John T. Crane
Director
Copps Coliseum Committee

DATE: 1986 October 17

SUBJECT: Temperature Control in Hamilton Convention Centre

RECOMMENDATION:

M E M O R A N D U M from
COPPS COLISEUM

BACKGROUND:

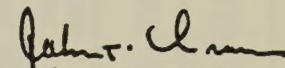
The Hamilton Convention Centre being only five years old has a state-of-the-art heating, ventilating and air conditioning system which is centrally controlled from the Central Utilities Plant.

The systems are designed to operate automatically and has the capacity of making minor adjustments on its own to maintain space conditions. However, if and when necessary, The Central Utilities Plant personnel have the capability of overriding the controls to provide proper space environmental conditions providing;

- a) It is known in advance the number of people who will be occupying the space.
- b) That the system is not unbalanced by the infiltration of outside air into the building through the loading dock doors being open and finding its way into temperature controlled spaces.
- c) There are no unforeseen mechanical problems.

In conclusion I will ask the Hamilton Convention Centre staff to provide on their schedule to The Central Utilities Plant the number of patrons they expect to occupy the space and ensure that all major doors leading to the loading dock and exterior doors are kept closed as much as possible. I will further instruct The Central Utilities Plant to prepare the environmental conditions to the space to be occupied well in advance of the event and if they encounter any problems to inform the Director of Operations for the Hamilton Convention Centre at the earliest possible time.

Respectfully submitted,


John T. Crane
Director
Copps Coliseum



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

OCT 01 1986

MEMO TO: Mr. J. Crane, Director of Copps Coliseum
FROM: Brian K. Conacher, Managing Director/CEO
DATE: September 29, 1986
SUBJECT: TEMPERATURE CONTROL IN
HAMILTON CONVENTION CENTRE

At the HAMILTON CONVENTION CENTRE COMMITTEE meeting September 26, 1986 several of the Client Evaluation Sheets commented that during their particular function that the Hamilton Convention Centre was either too hot or too cool.

The Chairman of the HAMILTON CONVENTION CENTRE COMMITTEE has asked that you submit a written report on the status of the computerization of the controls for the heating and air conditioning in the Hamilton Convention Centre. This report should be prepared and submitted as an Agenda item for the next HCC Committee meeting scheduled for October 31, 1986. You may want to attend personally to answer any questions or make comments on your report.

Respectfully requested,

Brian K. Conacher
Managing Director/CEO

cc: Mr. Terry Yates, Chairman, HCC Committee
: Mr. Bill Penfold, Director, HCC

[Handwritten initials/signature] 2/10

CONFIDENTIAL
EXCLUDED FROM AUTOMATIC
DOWNGRADING AND
DECLASSIFICATION

CONFIDENTIAL
EXCLUDED FROM AUTOMATIC
DOWNGRADING AND
DECLASSIFICATION



1. The purpose of this report is to provide information on the activities of the [redacted] during the period [redacted] to [redacted].

2. The information contained in this report is derived from [redacted] and is intended for the use of [redacted].

3. The information contained in this report is classified [redacted] and is to be controlled in accordance with [redacted].

4. The information contained in this report is to be controlled in accordance with [redacted] and is to be released only to [redacted].

5. The information contained in this report is to be controlled in accordance with [redacted] and is to be released only to [redacted].

6. The information contained in this report is to be controlled in accordance with [redacted] and is to be released only to [redacted].

Respectfully,
[Signature]

John E. Gorman
Special Agent in Charge

cc: Mr. Terry Bates, Chairman, DDC Committee
Mr. Bill Smith, Director, DDC

[Signature]

Hamilton Convention Centre Minutes of September 26, 1986

HAMILTON CONVENTION CENTRE COMMITTEE

REGULAR MEETING

Friday, September 26, 1986

9:00 o'clock a.m.

Room 219, City Hall

PRESENT: Mr. T. E. Yates, Chairman
Alderman R. Wheeler, Vice-Chairman
Alderman B. Hinkley
Mrs. J. Gowland

ALSO PRESENT: Mr. W. J. Penfold, Director
Hamilton Convention Centre
Mr. B. K. Conacher, Managing Director/CEO, HECFI
Mr. J. A. Leuser, Director
Finance/Administration, HECFI
Mr. F. Bogden, Director
Marketing/Sales Div., HECFI
Mr. Robert Allard, Manager
MacNab Arms Restaurant
Mrs. B. Goddard, Secretary

ABSENT: Mr. Duncan Beattie - out of town on business

1. The Chairman called the meeting to order at 9:00 a.m.
2. Introduction of Manager, MacNab Arms

Introduction
of Manager,
MacNab Arms
(Mr. Robert
Allard)

The Director, Hamilton Convention Centre, introduced Mr. Robert Allard to the Committee and others present, informing the meeting that since being hired, Mr. Allard has been busy working on budgets for the restaurant. Mr. Allard addressed the Committee, stating that in addition to working on menus and budgets, he was in the process of hiring a chef. The opening date he proposed would be early January 1987, as he felt this would be wiser than during the festive season when many people prefer to stay with familiar places. He also stated he could provide the fine dining facility required by the City of Hamilton and that he intended to take the time necessary to hire the right staff. Alderman Wheeler was supportive of the newly-hired Manager.

The Director, Marketing/Sales raised the matter of revenue being provided by the use of the Pavilion, and the Director HCC, informed him this has not yet been discussed, although it could be utilized at small expense, with considerable profit; this, however, would have to be considered later.

The Chairman asked about the time frame for all the necessary procedures and was informed by the Director HCC that between now and the next meeting, the business plan would be drafted, and it might be necessary to hold a special meeting for the purpose of approving the draft.

Committee to
view premises

At this point Mr. Allard had to leave the meeting. The Director HCC proposed that the Committee should view the restaurant premises and it was agreed that the Secretary should arrange for this.

Minutes of
previous
meeting

3. Minutes of previous meeting

The Director, Finance/Administration, requested that the item on Deficit Comparisons (Page 6) be deleted from the minutes, as it should not have been included and the Secretary was instructed to comply.

Amendment

During discussion, Alderman Hinkley again raised the question of temperatures in the facility. He personally had found the room too cool on one occasion, and the Chairman repeated that this has been an ongoing problem, stating that someone has to get control of it, as people are always complaining. The Director HCC, in reply to a statement that the same explanation is always put forward, stated that the computer should pick up on variations in the temperature and adjust them automatically, but due to the age of the equipment, this wasn't happening. The Chairman said he was not satisfied that there had been close enough liaison to result in everything possible being done, and requested that Mr. Conacher get Mr. Crane (Director, Copps Coliseum and the person in charge of the C.U.P.) to look into it and report back as soon as possible.

Temperature
of Rooms

It was MOVED by Alderman Wheeler, seconded by Ms. Gowland

THAT THE MINUTES OF THE MEETING HELD FRIDAY, AUGUST 29, 1986 BE APPROVED AS AMENDED

MOTION CARRIED

Director's
Report -
August 1986

4. Director's Report - August 1986

The Director reported that August was slightly over budget and that the Centre continued to do well - 11% over 1985 and 21% over budget. September was just booming - 20,000/30,000 expected to attend the Home Improvement Show. October/December looked equally promising. Staff have been particularly busy, although there are continuing problems with part-time staff; instead of receiving over 700 applications for waitstaff, we are now getting only about 100. It is becoming more and more difficult to get good part-time staff. The hospitality industry has a problem in general, and the Directors propose to get together to discuss it as it relates to the three facilities.

The Chairman agreed that the problem seems to be with all the three facilities and the Managing Director, also in

agreement, informed the meeting it was originally intended that part-time staff should be included in the salary survey, but this proposal was turned down. This was an area of concern in the 1987 budget, as part-time labour is getting harder to attract; if part-time people are not treated fairly, we could be getting larger problems. As the nature of business is changing, any increase will have to be offset by revenue.

Four large
conventions
in August

The Director continued his report, pointing out that there were four large conventions in August - the Optimists, Sports Distributors, Round Dancers and Tupperware.

Concessions
at Copps
Coliseum

With regard to the Concessions at Copps Coliseum, it was reported that the liquor licence will soon be received, and transferred as soon as possible to VSI, and liquor and beer will be served at selected outlets, pending approval by the Copps Coliseum Committee. In other areas, prices have been decreased in accordance with the original contract. Alderman Wheeler wished to know exactly where the "selected outlets" would be located and was informed by the Managing Director that one would be at the west end of the main concourse, accommodating approximately 300 people. The Alderman also expressed concern that people might be allowed to get liquor during performances, but the Managing Director pointed out that the law doesn't allow this in closed stadiums - there were definitely defined parameters. When the licence is received, VSI have the equipment ready. In answer to a query by the Chairman, the Managing Director informed the meeting that the areas where liquor will be served will have seating, but that monitors for them to watch the performance are not available at this stage. Alderman Hinkley stated he thought there was the necessary infrastructure in the building for monitors in the lounge area, and was informed by the Managing Director that this would not be a major problem for either the lounge area or the corridors. It would be on a limited basis and probably come about in conjunction with a hockey franchise. It could be very expensive to do on a large scale, possibly involving a total of a quarter of a million dollars. The Alderman said we should be looking at other areas to maximize the income from the facility. The Director, Marketing/Sales, expressed the opinion that a public relations programme could be developed to ascertain the drinking habits and attitudes of patrons of the facility.

Selected
outlets for
sale of
Liquor

Monitors for
patrons

Long line-ups

The Chairman informed the meeting that he was concerned with slow lines - not enough outlets in certain areas - forcing people to walk from one end of the building to the other to get service. Mr. Conacher intimated that matters should improve, as the Manager of VSI was released a week ago, having resigned his position.

At the conclusion of the discussion, it was agreed that the Director's Report be received for information.

Correspondence
(received)

5. Correspondence

It was agreed that the correspondence produced for information be received.

Client
Evaluations
(received)

6. Client Evaluations

As there were no unusual comments or serious complaints among the Client Evaluations, it was

MOVED by Alderman Wheeler, seconded by Ms. Gowland -

THAT THE CLIENT EVALUATIONS BE RECEIVED FOR INFORMATION

MOTION CARRIED

Marketing/
Sales Report
August 1986

7. Marketing/Sales Report - August 1986

The Director, Marketing/Sales introduced the Sales Report produced by the Sales Manager, which stated that sales for August 1986 were \$140,512, compared to those in August, 1985 (\$154,489). Actual revenues for the month during 1985 and 1986 were \$90,825 and \$107,520 respectively. Revenues for the eight month period ending August 31 in 1985 and 1986 were \$1,162,058 and \$1,296,950 respectively. Projected revenue for the balance of 1986 is \$715,765, compared to \$487,178 for the same period in 1985. Enclosed with the Report were: Convention Update, Monthly Overview, Revenue Re-cap. and Reduced Items. It was reported that the new overview forms would commence in September 1986.

The Director, Marketing/Sales distributed his Marketing Update Report at the meeting; it included the following:

The Image
Group - Tour
Facilities

a) Ad Hoc Agency - The Image Group - Tour Facilities: There has been a meeting in preparation for the launching of various projects approved under the Marketing Plan. It was anticipated that present personnel at the Convention Centre would play a role in the key projects to be undertaken immediately, under his direction.

IAE Confer-
ence - Aug.
Montreal

b) IAE Conference '86 - August 17-20, 1986 - Montreal: The Director's Report on this convention was included in the Update, including the information that Convention Centre Sales Staff have followed up on 84 hot prospects and also sent 29 marketing presentations.

ASAE - August
Washington DC

- c) ASAE - August 9-13, 1986 - Washington, DC: The Convention Centre was represented by its Sales Manager, Mr. Nat Davidson, at the 66th Annual Meeting and Exposition. It was reported that response to the Hamilton Exhibit had been good and that extensive follow-up activity now has to be undertaken.

Convention
Up-date
Committee

- d) Convention Update Committee: The Managing Director/CEO and the Director of Marketing attended a meeting on September 23, 1986 at which it was evident that a "full membership convention and visitors bureau" would be the ideal solution for marketing Hamilton. A rumoured cutback in rooms at the Sheraton Hotel was also discussed.

Canadian
Travel Press
Clipping

- e) The report also included a copy of a Canadian Travel Press clipping dated July 13, 1986, covering the "Hamilton Has It" event of June 16, 1986.

Rooms -
Sheraton

During discussion, the Director stated he was attempting to get a commitment from the Sheraton about rooms. The rumoured cut-back is causing concern, especially for the Convention Centre.

Meeting the
following
week between
various
sectors

Alderman Wheeler wanted clarification - was the Hotel in effect saying "We can get full price for the rooms, so unless delegates pay full price, they will be let to other people"? The Managing Director/CEO pointed out that the Hotel is there as a result of the efforts of the people of Hamilton through City Council, and the City therefore has a stake in the facility. The owners of the hotel don't have a vested interest in the City and he could understand that, but there was no valid reason for them to be critical of the Centre expanding its horizons. Maybe the City should be asking the Sheraton people what their plans are, as the lack of rooms is already affecting us negatively. The Managing Director also informed the meeting that there was to be a meeting next week between the Hotels, HECFI and the City; there was concern in the Hotels sector that HECFI was not implementing the mandate issued by City Council last fall, but HECFI could not afford to turn away business just because the Sheraton people didn't think they were getting the business they need. HECFI should not be the central, but only a key player in the up-coming meeting, to be held in the Mayor's Office. It was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE MARKETING/SALES REPORT - AUGUST, 1986 AND THE MARKETING UPDATE REPORT BE RECEIVED FOR INFORMATION.

MOTION CARRIED

Financial
Summary

8. Summary of Revenue and Expenditures for the eight-month period ended August 31, 1986

The year-to-date budgetary surplus once more showed an increase, being \$108,218 at the end of the eight-month period, \$30,514 over that for the previous month.

CORRECTION
(see P.11)

N:B: Please see Page 11 for correction to minutes as dictated by the Director, Finance/Administration, HECFI.

The Director, Finance/Administration, reported that although the year-to-date figures for rentals and licence fees was down for the period, the figure for the month was approximately 60% over budget, and there was a favourable mix in revenues for the period.

Figures on
MacNab Arms

During discussion, Alderman Hinkley enquired as to when there would be some figures available relating to MacNab Arms, and was informed that these would be forthcoming once the business plan is put together.

Director

It was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE SUMMARY OF REVENUE AND EXPENDITURES FOR THE PERIOD ENDED AUGUST 31, 1986 BE APPROVED AND FORWARDED TO THE AUDIT/FINANCE COMMITTEE FOR RECOMMENDATION TO THE BOARD OF DIRECTORS

MOTION CARRIED

Utility Carts

9. Purchase of Utility Carts

It was reported by the Director, HCC that less expensive utility carts had been used at the Centre on a trial basis for three months, but had been found unsatisfactory for our purpose. It was therefore the intention of Management to expend a further sum of \$584.96 to purchase better quality carts. The six Rubbermaid #4520 Utility Carts have now been replaced with six Bloomfield #614 Stainless Steel Carts for a total purchase price of \$1,848.96.

Refrigeration
Unit

10. Purchase of Refrigeration Unit

It was also reported that Management has made arrangements for the purchase and installation of a new walk-in cooler with an anticipated size of 9' x 14' x 7½' high (approximately). The proposed location of this new equipment depends on the approval of the construction of an addition to the kitchen (which is included in the Capital Budget request for 1987) and the total amount of expenditure has been calculated at \$9,604.53, which will include necessary additional costs for installation.

This further expenditure on refrigeration equipment is necessary due to the increase in business and also, that the Centre, contrary to the original plan, carries out its own banquet functions. More food storage is needed to take advantage of any prevailing lower prices and to run the kitchen more efficiently.

Capital
Requests for
1987 - and
Capital
Budget
1988-1991

11. 1987 Capital Requests and Capital Budget 1988-91

In presenting the proposed expenditures for 1987, the Director HCC reported that all the items had been brought to the attention of the Managing Director and the Director of Finance/Administration. The items were listed in order of priority as follows:

Extension
of Kitchen

a)(i) Proposed extension of the kitchen: As pointed out in the previous item, the kitchen was not designed for "in-house" preparation of food; we do have our own staff and are making more in revenue because of this - it being anticipated that the Centre will make 2½ million dollars next year. The proposed extension will take part of the Webster Lounge area, and include the Stronco offices, going as far as the elevator. Approval in principle is sought in order that planning can continue.

More adequate
dishwasher

(ii) Dishwasher: The present dishwasher is barely adequate for our current needs. There are occasions when it isn't possible to clear the dishes and cooking equipment from one function to another. In order to increase our warewashing capacity, it is necessary to purchase a larger unit.

Conversion of
storage area
in 314 to a
washroom

b) Proposed conversion of storage area in Room 314 to provide a washroom: This will be a distinct advantage, especially for any VIP's who attend functions at the Centre.

New fr  zer

c) New Freezer: As in the past the same reasons apply - increased business makes it necessary for the Centre to have more storage capacity. If approved, the freezer would be located in the first floor receiving area.

Strip light-
ing in
Wentworth

d) Strip lighting is required in Wentworth, as the perimeter of the room is too dark. The auxilliary lighting will improve service to clients.

Contingency
for small
items replace-
ment

e) Contingency Fund: A fund is necessary to draw upon for the replacement of small equipment items, as they become no longer usable. If there is no fund on which to draw, the Centre will be unable to operate as efficiently.

Electronic
Message
Centre -
deleted

- f) Electronic Message Centre: A lengthy discussion took place on this item, and in answer to a query from Alderman Wheeler, the Director HCC informed the meeting that the monitors would be located at the top of the escalators leading to the second and third floors. They would provide a continual explanation of what is going on in the Centre, where, and how to find the location.

During the discussion it was pointed out that if this equipment were to be of use to the Convention Centre, it would also be of use to Hamilton Place and Copps Coliseum. Different kinds of equipment were discussed including some that gave out information "on request". The Director HCC pointed out that the proposed Message Centre would be a two-channel system, and that revenue can be raised by advertising.

It was finally agreed that this item should be omitted from next year's capital requests and considered by the Board as it benefits all three facilities. The Board would also consider whether it would be more beneficial to rent or buy the equipment.

Audio-visual
Equipment

- g) Audio Visual Equipment: The Director pointed out the options available when the present contract for audio-visual services expires at the end of October 1987. The first would be to renew the contract for another period; the second would be to take over the work ourselves, in which case the capital funds would be required to purchase microphones, projectors, patch cords and other equipment necessary - with the cost offset by charging the client. The Director also pointed out that there was the potential for more revenue, even though funds would be required for equipment and personnel. At the present time, clients are referred to Hamilton Convention and Show Services as the Centre's preferred Show Services people.

In conclusion of the discussion on the 1987 Capital Requests it was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE CAPITAL ITEMS REQUESTED FOR 1987 (WITH THE EXCEPTION OF NO.6, FOR AN ELECTRONIC MESSAGE CENTRE) BE APPROVED AND FORWARDED TO THE AUDIT AND FINANCE COMMITTEE FOR CONSIDERATION AND TRANSMISSION TO THE BOARD OF DIRECTORS FOR APPROVAL.

MOTION CARRIED

Secre

The Committee proceeded to consider the capital items requested for the years 1988-1991 as follows:

1988-1991
Capital
Budget

1988	Banquet chairs, tables and furniture replacement	75,000
1989	Carpet replacement	250,000
1990	Banquet Chairs, tables and furniture replacement Operating and Kitchen Equipment Replacement	75,000 45,000
1991	Electronic Equipment Replacement	100,000
		\$545,000

Replacement
of electronic
equipment
1991

The only item which received special attention was the replacement of electronic equipment in 1991. It was explained by the Director that problems are already occurring with the equipment in the building as it ages, and indeed there had been a small fire during the Progressive Conservatives Convention in September, which was dealt with quickly by security personnel.

It was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE CAPITAL ITEMS REQUESTED FOR THE YEARS 1988-1991 BE APPROVED AND FORWARDED TO THE AUDIT AND FINANCE COMMITTEE FOR CONSIDERATION AND TRANSMISSION TO THE BOARD OF DIRECTORS WITH A REQUEST FOR APPROVAL.

Secret

MOTION CARRIED

During the foregoing discussion the matter of the Electronic Message Centre was again raised (by the Managing Director) and it was suggested by Alderman Hinkley that studies should be undertaken to see what actual benefits would accrue to the three facilities. It was agreed again that this should be considered at the Corporate level.

Again during the discussion, the matter of the amount required for the kitchen extension was raised (by Alderman Hinkley, who questioned whether the sum requested would be sufficient).

Salary Review
up-date

12. Up-date - Salary Review

The Director HCC informed the meeting that the staff of the Centre had now been interviewed by the Consultants, and the Director of Finance/Administration indicated that the next step would be for them to come back with a ranking chart in October. This would be reviewed by the

Managing Director, and then a draft report would be presented to the Audit/Finance Committee in November.

Copps Coliseum
Concessions

13. Up-date on Concessions - Copps Coliseum

This item had already been dealt with during the discussion on the Director's Report (see Item 4).

Employee of
the Month

14. Employee of the Month

Following the Convention Centre's proposal for an Employee of the Month to be elected, with a cash award and the recipient's photograph displayed in the Centre, it was approved by the Board that all three facilities could institute this programme. It was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE CONVENTION CENTRE COMMITTEE AGREE WITH THE DECISION OF THE BOARD OF DIRECTORS THAT AN "EMPLOYEE OF THE MONTH" BE SELECTED (AND THAT A SUB-COMMITTEE BE FORMED TO CONDUCT THE ELECTIONS).

MOTION CARRIED

Up-date on
Fifth Anni-
versary

15. Up-date on Fifth Anniversary

The events planned for October 16th will be in the form of a combined celebration of the Fifth Anniversary of the Centre with the renaissance of the downtown area of the City. It will commence with the Five-minute Five Hundred Million Dollar Walk, in which the Mayor and guests will take part, and which is also a promotional event for downtown businesses. More than 800 invitations have been sent out. The meeting was informed that the artwork for the event has been done by Brian Cripps of Hamilton Place. In answer to a query by Alderman Hinkley, Mr. Bogden informed the meeting that many art projects are undertaken for the Corporation by Hamilton Place sources. The Alderman stated that various departments in the City also do work of this nature, but that the process was fragmented, and he felt that if this particular line of work could be done by one section it would be better. The Director HCC stated the staff should not be ignored for this event, as it was a celebration for the Centre. He also thought the staff should be included in the planning for the Christmas Party, at which the Five-Year Service Pins would be presented.

Date of
next meeting

16. Date of next Meeting

It was agreed that the date of the next meeting should be Friday, October 31, 1986, unless it was found necessary to hold a special meeting before that date in connection with the opening of MacNab Arms Restaurant.

Adjournment

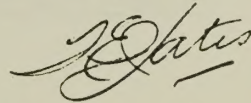
17. Adjournment

It was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

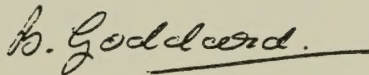
THAT THE MEETING ADJOURN AT 11:15 O'CLOCK A.M.

MOTION CARRIED

Taken as read and approved,



Terry E. Yates, Chairman
Hamilton Convention
Centre Committee



B. Goddard
Secretary

CORRECTION (from Page 6)

This occurred as a result of the following:

- (i) A reversal of approximately \$15,000 in salary and benefit costs due to the change in the effective date of the salary study from January 1, 1986 to January 1, 1987;
- (ii) A reversal in the month of approximately \$5,000 in expense accruals which was recorded in the July statement;
- (iii) The mix in revenues for the month which favoured rentals over food and beverage revenues.

Page 12

On the 10th day of March, 1934, the following

was received from the Bureau of Prisons:

It was stated that the date of the next hearing should be

fixed for the 15th day of March, 1934, at the same time and place as the

last hearing, unless the Bureau of Prisons should advise to the contrary.

The following is a copy of the letterhead memorandum of the

Bureau of Prisons, dated and captioned as above.

Memorandum

To: The Honorable John E. Quinn, Attorney General

From: The Honorable J. Edgar Hoover, Director, Bureau of Prisons

Subject: James Earl Ray; Alvin Karpis; John Dillinger

Reference is made to the letterhead memorandum of the Bureau of Prisons

dated and captioned as above, and to the letterhead memorandum of the

Bureau of Prisons, dated and captioned as above.

The Bureau of Prisons is advised that the following is a copy of the

letterhead memorandum of the Bureau of Prisons, dated and captioned as above.

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was received from the Bureau of Prisons:

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last hearing, unless the Bureau of Prisons should advise to the contrary.

Audit & Finance Committee Twelfth Report



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT OF THE AUDIT/FINANCE COMMITTEE

To The Hamilton Entertainment and Convention Facilities Inc.

Members of the Board:

The Audit/Finance Committee presents its **TWELFTH** Report and respectfully recommends:

1. That HECFI adopt a policy of expensing dry goods supplies as they are purchased.

Note: A copy of the Director of Finance and Administration's report is on Schedule "A" attached.

2. (a) That an Information Systems Steering Committee be established for HECFI; and
(b) That the Committee's Terms of Reference be as outlined on Schedule "B" (attached).

Note: The formation of an Information Systems Steering Committee for HECFI would be consistent with that established for the City, Region and Library.

3. That \$25,000 be transferred from Account No. 0360-6023 (Operating Supplies) to Account No. 0360-6031 (Repairs and Maintenance Equipment) as a budget re-allocation in the CUP Operating Budget.

Note: The budget re-allocation is within the same activity account.

4. That the proposed 1987 HECFI part-time employee wage rates (attached as Schedule "C") be accepted and approved, as amended, effective January 1, 1987.

Note: In respect of the Hamilton Convention Centre, "Option "D"", as it relates to only part-time wage rates, was approved.

5. That the HECFI Board of Directors approve the expenditure of \$1,500 towards a HECFI employee party scheduled for Monday, December 22, 1986 at The Royal Connaught Hotel.
6. That an Assistant Chief Steward be hired immediately in Step 1 of Pay Grade 103, which is an annual salary of \$15,867.00, subject to the salary study.

The following are items for information only:

1. The Consolidated Unaudited Operating Results of HECFI for the Nine-Month Period ended September 30, 1986 attached as Schedule "D".
2. The Unaudited Operating Results of the Central Utilities Plant for the Nine-Month Period ended September 30, 1986 attached as Schedule "E".
3. The Committee received the Preliminary 1987 Operating Budget for CUP as information and once management's budget review process is completed, the operating budget will be submitted in good final form to the Committees in November.
4. The Committee received the Preliminary 1987 Operating Budget for HECFI as information with the understanding that once management's budget review process is completed, it will be submitted in final form. The Committee requested that management further reduce the municipal contribution.
5. The Committee received a verbal status report on the Compensation Study. The outline presented stated that the consultant, Mr. David Murray, met on Tuesday, November 4, 1986 with Mr. Brian K. Conacher, Managing Director/CEO to review the HECFI ladder ranking chart (with no dollars assigned). The Consultant subsequently met with Mr. Penfold relative to the Convention Centre ladder ranking. On Friday, November 7, 1986, Mr. Murray will meet with Messrs. Bogden, Crane, Burrows and Leuser to review their departments' ladder chart.

A tentatively scheduled meeting of the Audit/Finance Committee has been set for Monday, December 1, 1986 to review a draft of their report.

The Committee directed that the draft report be sent directly to each Audit/Finance Committee member, the Chairman of the Board and Mr. Brian K. Conacher in the interest of maintaining strict confidentiality of same.

The Committee further directed that management forward payment to the Consultants on their second invoice of \$7,752.45 and that any further invoices submitted for payment be remitted once final reports and recommendations are dealt with.

AUDIT/FINANCE
TWELFTH REGULAR REPORT

Page 3

6. Management met with the City's Executive Committee on Thursday, October 29, 1986 relative to the 1987-1991 Capital Budgets for HECFI and CUP. The presentation lasted approximately one hour and was well received by the Executive Committee. The Executive Committee received the capital budgets for information only, at this time.

RESPECTFULLY SUBMITTED

"W. H. McFarland" Jm.

W.H. MCFARLAND, CHAIRMAN
AUDIT/FINANCE COMMITTEE

Jmills

Joan M. Mills, Secretary
Audit/Finance Committee
November 5, 1986



Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "A" referred to
in Section 1 of the
TWELFTH Report of the
Audit/Finance Committee

FROM John A. Leuser, Director of Finance
and Administration DATE October 27, 1986
Name & Title

FOR ACTION ☒ FOR INFORMATION ☐ File No. _____

TO: **B O A R D** ☐ (OR) AUDIT AND FINANCE ☒
Committee

SUBJECT

Accounting Policy for Dry Goods Supplies

RECOMMENDATION

That HECFI adopt a policy of expensing dry goods supplies as they are purchased.

BACKGROUND

The Convention Centre has consistently reflected its purchases of (non-food) dry goods supplies as an inventory item on its balance sheet. This differs from the accounting policy followed by Hamilton Place and Copps Coliseum which is to expense their purchases.

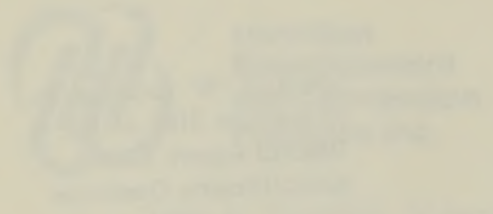
From an accounting and auditing viewpoint, HECFI should have a consistent accounting policy covering such purchases. The Convention Centre's dollar value for such inventory ranges monthly between \$18,000 and \$25,000. It covers such items as plastic cups, meeting room matches and pencils, beverage napkins, and kitchen operating and cleaning supplies.

Management is of the opinion that the Convention Centre should now be expensing its dry goods supplies as they are purchased. This would be an acceptable accounting policy for the Convention Centre and administratively would result in savings in staff time. This is because detailed inventory records for dry goods supplies would no longer be required for the auditors and regular physical inventory counts would no longer be required.

John A. Leuser
John A. Leuser, C.A.
Director of Finance
and Administration

TERMS OF REFERENCE
INFORMATION SYSTEMS STEERING COMMITTEE

- REPORTS TO:** Managing Director/Chief Executive Officer
- MEMBERSHIP:** Department Heads Appointed by the Managing Director/Chief Executive Officer
- CHAIRPERSON:** Appointed by the Managing Director/Chief Executive Officer
- CITY DIRECTOR OF SYSTEMS INVOLVEMENT:** Provide the Committee with technical advice and assistance
- DIRECTION STATEMENT:** To advise and recommend to the Managing Director/Chief Executive Officer on all matters related to the development and administration of information services, including data, text, voice and image processing.
- FUNCTIONS:**
- (1) Recommend and advise on matters related to the Information Systems (I/S) development and technology.
 - (2) Determine the extent of HECFI financial resources to be allocated to various user departments.
 - (3) Co-ordinate I/S needs and resources with the City, Region and Library.
 - (4) Establish and maintain communication links between HECFI and all Hamilton Government Group Users.
 - (5) Monitor results of I/S Services re benefits, etc.
 - (6) Other related projects as assigned by the Managing Director/Chief Executive Officer.



MEMORANDUM FOR THE DIRECTOR
RE: [Illegible Title]

1. [Illegible text block]

2. [Illegible text block]

3. [Illegible text block]

4. [Illegible text block]

5. [Illegible text block]

6. [Illegible text block]

7. [Illegible text block]

8. [Illegible text block]

9. [Illegible text block]



Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "C" referred to
in Section 4 of the
TWELFTH Report of the
Audit/Finance Committee

FROM SEE BELOW

Name & Title

DATE OCTOBER 30, 1986

FOR ACTION ☒

FOR INFORMATION ☐

File No. _____

TO: CITY COUNCIL ☐

(OR)

AUDIT & FINANCE

Committee

☒

FROM: Brian K. Conacher, Managing Director/C.E.O.
John A. Leuser, Director of Finance & Administration
Fred Bogden, Director of Marketing
Tom Burrows, Director of Hamilton Place
John Crane, Director of Copps Coliseum
Bill Penfold, Director of Hamilton Convention Centre

SUBJECT: H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES REVIEW

RECOMMENDATION:

That the attached proposed 1987 H.E.C.F.I. part-time employee wage rates be accepted and approved effective January 1, 1987.

BACKGROUND:

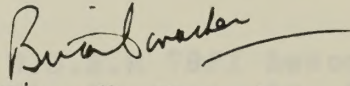
- H.E.C.F.I. manages and operates the 3 facilities: Hamilton Place Theatre, Hamilton Convention Centre, Copps Coliseum on behalf of the Corporation of the City of Hamilton.
- H.E.C.F.I. employ approximately 70 permanent full-time employees.
- Currently, a compensation study is in progress by Stevenson, Kellogg, Ernst & Whinney for the full-time employees and is expected to be completed by year end.
- In addition to the permanent full-time employees, H.E.C.F.I. relies very heavily on a large labour pool of part-time employees. In fact, without the availability of capable part-time employees none of the 3 facilities would be able to operate.
- At any one time H.E.C.F.I. depends on and employs between 347 and 496 part-time employees.
- Many of these part-time employees (particularly in the Hamilton Convention Centre) work at least full-time hours per week, yet receive no benefits.
- The H.E.C.F.I. management team has thoroughly reviewed the part-time employee wage rates as part of the 1987 Operating Budgets process. If serious consideration is not given to the wage rate concerns of the H.E.C.F.I. part-time employees, potential labour problems are a real possibility.

Audit & Finance Committee
Date: October 30, 1986

Page 2

- What follows is information on the current part-time employees status and a proposed 1987 part-time wage structure for H.E.C.F.I.
- On October 1, 1986 the minimum wage increased by \$0.35 from \$4.00 to \$4.35 per hour.
- The input of the H.E.C.F.I. Committees is invited and welcomed in trying to resolve this very important issue.
- See attachments.

Respectfully submitted,


Brian K. Conacher,
Managing Director/C.E.O.

Attachments

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

PART-TIME EMPLOYEE WAGE RATES REVIEW

INCREASE ON TOTAL EXISTING
WAGES IF PROPOSED 1987
WAGE STRUCTURE IS ACCEPTED

FACILITY	# OF EMPLOYEES	INCREASE ON TOTAL EXISTING WAGES IF PROPOSED 1987 WAGE STRUCTURE IS ACCEPTED		COMMENTS ON HOW THE INCREASE IS TO BE FINANCED
		\$ AMOUNT	PERCENTAGE	
CORPORATE	57	\$10,350	5.7 %	Box Office fees are budgeted to increase on average by 8%. Hence, the wage increase will be fully recovered.
H.C.C.	240-251	\$62,000	12.4 %	No financial offset. However, the increase would have a positive impact on the operation's pursuit of excellence in service.
HAMILTON PLACE	13-40	\$14,000	6 %	Front of House staff is included in the rental (licence fee) consideration. The minimum rental rates are budgeted to increase by 4.75%. In respect of Bar staff the bar operation is expected to maintain its net contribution margin.
COPPS COLISEUM	37-148	\$22,500	9.4 %	Part-time staff charges are event related and recovered fully on financial settlement of the event.
	347-495	\$108,850		

H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT	PROPOSED	INCREASE		COMMENTS
		1986 HOURLY RATE	1987 HOURLY RATE	\$ AMOUNT	PERCENTAGE	
BOX OFFICE/TELEPHONE MAILROOM CLERKS:						
Starting Rate	14	\$5.171	\$5.50	\$0.329	6.40 %	See the attached report of the Director of Finance and Administration which documents and supports the proposed 1987 hourly wage rates.
After 3 months	20	\$5.546	\$5.90	\$0.354	6.40 %	
After 1 year	21	\$5.942	\$6.30	\$0.358	6.00 %	
ADMINISTRATION CLERK:	2	\$8.340	\$8.55	\$0.210	2.50 %	

57
=====

TOTAL INCREASE TO 1987 CORPORATE OPERATING BUDGET
(INCLUDING C.P.P. AND U.I.C.)

\$10,350.00	-	A TOTAL -	5.70 %
=====			



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMO TO: Mr. Brian K. Conacher
Managing Director/CEO

DATE: October 14, 1986

FROM: John A. Leuser, C.A.
Director of Finance
and Administration

RE: Part-Time Wages -Box Office/Telephone/Mailroom

Our current part-time hourly wage rate structure for the Box Office/Telephone/Mailroom is as follows:

Starting rate	\$5.171
After 3 months	\$5.546
After 1 year	\$5.942

Market Survey

I requested that Mrs. Colleen Spencer, the Box Office Manager, obtain market information on part-time wage rates being paid by other similar facilities. Her report is attached for your information. The four organizations surveyed were:

- Centre In the Square
- Kitchener Memorial Auditorium
- Maple Leaf Gardens
- BASS (supply box office personnel to O'Keefe Centre and C.N.E.)

The general results of the survey are as follows:

- (1) The hourly 1986 Box Office rates range from \$5.50 per hour (BASS'S starting rate which increases to \$6.20 after some experience (not defined)) to \$7.48 per hour. When one excludes the low and high rates in the survey, the range is \$5.79 to \$6.20 per hour.
- (2) All four organizations indicated that no increase was being considered as a result of the minimum wage increase of \$.35 per hour, effective October 1, 1986. Each organization indicated that their hourly rates are adjusted annually on a cost of living basis.
- (3) With the exception of BASS, these organizations do not have a graduating rate structure like ours. This will be addressed later in my report.

HECFI'S EXPECTATIONS

With the formation of HECFI, the opening of Copps Coliseum and the installation of a Computerized Box Office, the operation of the Box Office has grown in volume and complexity.

Our part-time staff now require additional training in order to operate the computer terminals (previously we only had a manual system at Hamilton Place) and are expected to be familiar with a larger number of events to be sold (since we're now handling events for both Copps Coliseum and Hamilton Place).

It should be noted that our part-time Box Office staff are responsible for:

- handling large amounts of cash
- public relations on behalf of HECFI in their daily involvement with customers

They must also be able to:

- work successfully in pressurized situations, i.e. long line-ups, dissatisfied customers
- be capable of selling tickets through the use of our computerized ticket selling system (potential errors such as duplicate tickets could occur).

In order to attract and retain quality personnel, our rate structure must be increased. These rates should be commensurate with the expectations we have of our staff.

Graduating Rate Structure

HECFI's three rate structure for the Box Office is beneficial and should be continued for the following reasons:

- (1) New staff who require on the job training and supervision/assistance from full-time and part-time (experienced) staff, should in our view receive a lower hourly rate. A higher three month rate is also advantageous since it provides new employees which successfully complete their three month probationary period with an increase. This increase acts as an attractive financial incentive to stay with HECFI. The final increment, which is after a year's experience, is also beneficial since it takes about a year for a part-time Box Office Clerk to become fully proficient in the Box Office operation.

October 14, 1986

- (2) Financially, a three rate structure such as ours reduces the overall cost to HECFI of operating the Box Office/Telephone/Mailroom since inexperienced staff are paid at lower rates initially.

Furthermore, as indicated above, it acts as an incentive for new staff to stay with HECFI since two increases are staged over the first year of their employment. Our Box Office Manager and her two Supervisors strongly support the concept of a three rate structure. It works well, in their view.

Recommendation

The Market Survey clearly indicates that our Box Office/Telephone/Mailroom wage structure needs to be increased. Our recommendation is that we increase our wage rate structure by approximately 6% effective January 1, 1987. This increase can, I believe, be largely absorbed in 1987 by improved operating efficiencies (which can be expected to occur in our second year of operation) and by an expected 8% increase in box office fees.

Our recommended wage rate structure, effective January 1, 1987, is as follows:

Numbers of
Employees at
Particular Rate
Levels at
Oct.10, 1986

		<u>1987</u>	<u>1986</u>	<u>Increase</u>	
		<u>Rates</u>	<u>Rates</u>	<u>Amount</u>	<u>%</u>
14	Starting Rate	\$5.50	\$5.171	\$.329	6.4%
20	After Three Months	\$5.90	\$5.546	\$.354	6.4%
12	After One Year	\$6.30	\$5.942	\$.358	6.0%

John A. Lense

JAL:jm



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

TO: John Leuser, Director of Finance and Administration,
HECFI

FROM: Colleen Spencer, Box Office Manager, HECFI

DATE: October 6, 1986

RE: Part-Time Wage Survey

Four facilities were called and surveyed about their present Part-time wage rates. They were asked the following questions:

1. What rate do you pay your part-time staff?
2. Is there any graduating scale according to experience?
3. Are you considering an increase due to the increase in in the minimum wage rate? (and if not)
4. Are your rates subject to a yearly increment?

The results are as follows:

CENTRE IN THE SQUARE

1. Part-time wage rate \$6.05 per hour
2. No graduating scale.
3. No increase being considered due to minimum wage adjustment.
4. Rates are adjusted yearly subject to the cost of living given by the city of Kitchener.

2. KITCHENER MEMORIAL AUDITORIUM

1. \$7.48 per hour for two part-time day clerks who work a thirty-five hour week. These clerks are responsible for window sales, telephone orders, and mail orders.
\$6.19 per hour for an evening/Sat. afternoon clerk who works a twenty-four hour week. This clerk is responsible for window sales only.
\$5.79 per hour for event staff who work as required.
2. No graduating scale.
3. No increase being considered due to minimum wage adj.
4. Rates are adjusted yearly subject to the cost of living given by the city of Kitchener.

3. MAPLE LEAF GARDENS

1. Part-time wage rate \$6.00 per hour.
2. No graduating scale.
3. No increase being considered due to the minimum wage adj.
4. Rates are adjusted yearly on a cost of living basis, last raise given in Mar. 86.

4. B.A.S.S (supply box office personnel to O'Keefe Centre and C.N.E.)

1. \$5.50 per hour for box office staff (\$5.25 if 16 yrs)
\$4.60 per hour for telephone order staff
2. Box Office staff increase to \$6.20 per hour after some experience (not defined).
Telephone Order staff graduate to \$5.00 per hour after 450 hours worked, and then to \$5.50 per hour after one year.
3. No increase being considered due to the minimum wage adj.
4. Give yearly cost of living increase based on the Consumer Price Index at their fiscal year end in October.

Part-time box office staff are responsible for :

- handling large amounts of cash
- public relations on behalf of HECFI in their daily involvement with customers.

They must be able to:

- work successfully in pressurized situations ie: long line ups, dissatisfied customers
- be capable of selling tickets through the use of our computerized ticket selling system.

In order to attract and retain the quality personnel we demand I think we need to consider an increase in the part-time wage rates, and ensure that these rates are commensurate with our expectations of them.

1:11:50 am

cc R. DiFilippo

H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT 1986 HOURLY RATE	PROPOSED 1987 HOURLY RATE	INCREASE		COMMENTS
				\$ AMOUNT	PERCENTAGE	

HAMILTON CONVENTION CENTRE:

Assistant Head Cashier	1	\$5.988	\$6.500	\$0.613	10.20 %	See the attached report of the Director of Hamilton Convention Centre. Option D is being recommended.
Senior Cashier	1	\$5.423	\$5.900	\$0.477	8.80 %	
Regular Cashier	1	\$5.141	\$5.600	\$0.459	8.90 %	
Cashier (Student)	10	\$5.141	\$5.250	\$0.109	2.10 %	
Coat Check (Student)	5	\$4.565	\$4.700	\$0.135	3.00 %	
Banquet Secretary	1	\$6.195	\$7.000	\$0.805	13.00 %	
Waitstaff Supervisor	4	\$4.565	\$5.050	\$0.485	10.60 % (1)	
Waitstaff (Day)	10	\$3.999	\$4.450	\$0.451	11.30 % (1)	
Waitstaff (Student)	136	\$3.999	\$4.100	\$0.101	2.50 % (1)	
Senior Porter	2	\$5.423	\$6.250	\$0.827	15.20 % (2)	
Porter (Day)	9	\$4.565	\$5.500	\$0.935	20.50 % (2)	
Porter (Student)	29	\$4.565	\$4.700	\$0.135	3.00 % (2)	
Steward (Senior)	2	\$5.423	\$6.250	\$0.827	15.20 %	
Steward (level 1)	4	\$4.565	\$5.500	\$0.935	20.50 %	
Steward (level 2)	8	\$4.565	\$4.700	\$0.135	3.00 %	
Kitchen Helpers (Senior)	3	\$5.423	\$5.900	\$0.477	8.80 %	New Category
Kitchen Helpers	6	\$4.565	\$5.050	\$0.485	10.60 %	
Cook	1	-	\$7.000	-		
Info. Desk Supervisor	1	\$6.282	\$6.800	\$0.518	8.20 %	
Info. Desk Senior Clerk	1	\$5.423	\$5.900	\$0.477	8.80 %	
Info. Desk Clerk	2	\$5.423	\$5.550	\$0.127	2.30 %	
Bar Porter	1	\$4.565	\$5.500	\$0.935	20.50 %	
Maintenance Helper	1	\$7.610	\$8.150	\$0.540	7.10 %	
Storeman	1	\$4.565	\$6.000	\$1.435	31.40 %	

TOTAL INCREASE TO 1987 HAMILTON CONVENTION CENTRE
OPERATING BUDGET (INCLUDING C.P.P. AND U.I.C.)

\$62,000.00 - A TOTAL - 12.40 % INCREASE ON TOTAL WAGES

=====

(1) Also entitled to gratuities of approximately \$4.00-\$4.50 per hour

(2) Also entitled to gratuities of approximately \$.20 per hour

240 - 251

REPORT TO THE AUDIT/FINANCE COMMITTEE
ON CRISIS IN PART-TIME STAFF AT
THE HAMILTON CONVENTION CENTRE

October 24, 1986

INTRODUCTION

There is a part-time staff crisis of major proportions at the Hamilton Convention Centre, which must be alleviated as soon as possible. The Centre cannot attract quality extra staff with its present salary rate, and non-existent benefit packages. Former long-time staff have departed for other higher-paying jobs that pay benefits (i.e. Sheraton). The implications of taking no action are serious.

THE PROBLEM

Part-time staff are the backbone of the facility. At the busiest time, up to 270 extra employees can be working at the Centre, which provides a high quality and technically difficult service. Waitstaff serve tables; stewards wash dishes and clean the kitchen; cashiers, kitchen helpers, receptionists, storemen and maintenance men all augment the full-time staff during the Centre's busy periods. Finding the right labour market is a necessity to operate efficiently on a daily basis.

During times of high unemployment, it is relatively easy to hire part-time staff; but their jobs are not necessarily easy. They put up with low wages, no benefits, hard work, and they are subject to the whims of Centre business; no business means no hours or pay. However, when unemployment is high, they tend to accept these disadvantages because nothing else is available.

In periods of high employment, such is not the case. The extra staff the Centre requires are out working at construction jobs, hospitality jobs offering more pay and benefits, and the high-paying non-skilled industrial positions available during high employment periods. In 1984, 780 applied for waitstaff positions; in 1986, there were 112.

What remains available to the Centre are not suitable; they are what the facility is now hiring. Because of the poor hourly figure and lack of benefits, the Operations Department cannot attract effective part-time staff, and those we have had for some time have left for more highly-paid jobs. From the 112 prospects, we hired 34; 18 lasted 30 days. For example, the Sheraton Hotel pays a higher hourly wage and benefits, and many of our staff have gone there. At the present wage scale, the Centre cannot attract proper candidates; staff are now managing to survive the work, not to excel.

This cannot go on for long; the unsuitable come and go, are hired, then fired or quit. The jobs are too hard, too heavy, too hot, too much. The Banquet staff are on the phone continually trying to gather even a minimum staff to serve a banquet, or move furniture, or erect a stage. During the first six months of 1986, 32 porters quit and 32 porters were hired - a 100% turnover. In the same period, there was a 100% turnover of waitstaff.

Operations have now reached the point where the client is suffering. Where a team of two waitstaff should serve three tables, they are now serving four and sometimes five. Where ten porters should be used to set up the Centre, two are available.

SUMMARY

At present rates of pay, the Centre cannot attract an effective and reasonably dedicated part-time staff of 270. The implication is that excellent service will decline and, at the extreme, functions will have to be cancelled because no staff is available to service them.

The Centre is not alone. The attached newspaper articles mirror the problem.

SOLUTION

Part-time staff are hired from different areas. There are the students hired for after-school and week-end work, and there are the part-timers hired from that pool of unskilled labour that is normally readily available. But now that employment is high, the latter staff are being siphoned off to higher-paying jobs. Concomitant is the change in business trends, with the majority of conventions and banquets occurring during the week, not after-school or on week-ends, when students are handy. It is from the part-time pool, not the students, that the Centre hires staff to service the weekday business, and it is this staff that is not available.

To attract a quality labour force, available seven days a week, the Centre must now offer a better wage package than it presently has. It is proposed that the facility create five full-time positions and a permanent part-time labour force which would be 15% of the 270 now on the organization chart - some 40 positions. This staff would receive a higher rate than the students, and a benefit plan. The hierarchy would look something like this:

Full-time Staff
Permanent Part-time (Senior)
Permanent Part-time
Part-time

The following are the suggested pay rates, and have been proposed to be included in the 1987 budget for five full-time and 40 part-time positions, including benefits:

Porters - employment needs - 41 consisting of -

1	Full-time Head Porter	Rate TBA - Salary Survey
2	Senior porters - part-time permanent	\$6.25 per hour
9	"Day" porters - part-time permanent	\$5.50 " "
29	Part-time students	\$4.70 " "

The "part-time permanent" porters are expected to work 30-40 hours per week during prime seasons.

Waitstaff - employment needs - 150 consisting of

4	Senior supervisors - part-time permanent	\$5.05 per hour
10	Waitstaff - day - part-time permanent	\$4.45 " "
136	Waitstaff - student part-time	\$4.10 " "

This section of staff receives gratuities and the rate increase required is minimal compared to benefits these employees need.

Cashiers/Coatcheck - employment needs - 25 consisting of -

1	Assistant Head Cashier - part-time perm.	\$6.50 " "
1	Senior Cashier - part-time permanent	\$5.90 " "
1	Regular Cashier - part-time permanent	\$5.60 " "
10-15	Part-time students	\$5.25 " "
5-10	Part-time students (coatcheck)	\$4.70 " "

Importance here is benefit package.

Stewarding - employment needs - 15 consisting of -

1	Full-time Assistant Chief Steward	TBA Salary Survey
2	Senior Stewards - part-time permanent	\$6.25 per hour
8	Part-time stewards - regular part-time	\$4.70 " "
4	Regular part-time permanent	\$5.50 " "

Kitchen - employment needs - 10 consisting of -

3	Senior Kitchen helpers - part-time perm.	\$5.90 " "
6	Kitchen helpers - part-time regular	\$5.05 " "
1	Cook - part-time permanent	\$7.00 " "

Information - employment needs - 4-5 consisting of -

1	Head Information Clerk - full-time	TBA Salary Survey
1	Part-time permanent	\$5.90 per hour
2 or 3	Regular part-time people	\$5.55 " "

ALSO REQUIRED:

1	Full-time Banquet Secretary	TBA Salary Survey
1	Full-time Storeman	TBA Salary Survey
1	Part-time permanent <u>Bar Porter</u>	\$5.50 per hour

FULL-TIME POSITIONS

The full-time positions are recommended because the incumbents are now working 40+ hours per week and have been since 1985. It is now time to make them an integral part of the full-time staff of the Centre.

It is emphasized that approval of this paper does not signify approval of these full-time positions, but merely puts them in the budget. Further representation with full supporting documentation to the Committee and the Board will have to be made before the positions are added to the Centre personnel establishment.

While the five full-time positions are included in the Salary Survey and therefore do not have salaries assigned, the following annual salaries are assumed:

Head Porter	\$17,500
Assistant Chief Steward	\$17,500
Information Desk Supervisor	\$15,650
Banquet Secretary	\$15,650
Storeman	\$12,300

If these positions are approved, there will naturally be a saving in part-time staff. This figure is \$45,630.

OPTIONS

Increasing part-time hourly wages and adding five new full-time staff costs money. There is a range of available options open to the Board. The options range from "no change" to adding the five full-time positions, increasing part-time wages and offering benefits.

Approving the latter will increase the 1987 municipal contribution by some \$44,000, to \$269,000 vs. \$225,000 in 1986. Any choice less than that will reduce the municipal contribution.

OPTION A

(the worst for the Convention Centre)

Full-time and part-time staff receive a 2.5% increase. NO additional full-time or permanent part-time.

Savings (from \$269,000)	\$111,000
1987 Municipal Contribution	\$158,000
(\$67,000 (30%) less than 1986)	

Advantages:

- 1987 Municipal Contribution reduced by 30%

Disadvantages:

- Pay does not attract suitable part-time staff in these days of high employment;
- Existing part-time staff will relocate;
- Possibility of union action;
- No experience;

Option A (cont)

- High staff turnover;
- Shortage of part-time staff in busy periods, causing delays and cancellations;
- Loss of reputation;
- Increased theft (no quality staff);
- Lack of staff stability.

OPTION B

- 2.5% increase to full- and part-time staff;
- 5 additional full-time staff;
- NO permanent part-time.

Savings (from \$269,000)	\$82,000
--------------------------	----------

1987 Municipal Contribution (\$38,000 (17%) less than 1986)	\$187,000
--	-----------

Advantages:

- Municipal Contribution reduced by 17%.

Disadvantages:

- Only 5 part-time staff are satisfied;
- All other disadvantages of Option A apply because nothing is done for the remainder of part-time staff.

OPTION C

- Full-time staff receive 2.5%;
- Part-time staff receive hourly increase;
- 45 permanent part-time (with benefits) positions are created (includes five positions which were recommended for full-time);
- NO additional full-time.

Savings (from \$269,000)	\$27,000
--------------------------	----------

1987 Municipal Contribution (\$17,000 (8%) more than 1986)	\$242,000
---	-----------

Option C (cont)

Advantages:

- Quality staff attracted;
- Reputation maintained;
- Reduces turnover;
- All but eliminates possible union action;
- Experience level rises;
- Shortages reduced;
- Reduces theft;
- Increases staff stability.

Disadvantages:

- Increases Municipal Contribution by 8%;
- 5 Full-time staff positions are not created.

OPTION D

- Full-time staff receive 2.5%;
- Part-time staff receive rate increase as per pay study;
- 2 Full-time staff added, effective January 1, 1987. Three other full-time staff approved in graduated steps on April 1, July 1 and October 1.
- NO permanent part-time (no benefits).

Savings (from \$269,000)	\$30,000
1987 Municipal Contribution	\$239,000
(\$14,000 (6%) more than 1986)	

Advantages:

- Saves on benefits;
- Higher hourly rate may attract better part-time staff;
- Hiring of 5 full-time staff creates stability;
- Reduces risk of union action;
- Reduces turnover;
- Experience level increased;
- Reduces shortages;

Option D (cont)

- Retain reputation;
- Reduces petty theft;
- Increases staff stability.

Disadvantages:

- Increases Municipal Contribution by 3.8%;
- Lack of benefits will reduce ability to hire quality part-time staff;
- Full-time staff is delayed.

OPTION E
(the best for the Centre)

- Full-time staff receive 2.5%
- 5 additional full-time are created
- 40 permanent part-time positions are created.

Savings (from \$269,000)	None
1987 Municipal Contribution	\$269,000

Advantages:

- Quality staff is attracted;
- Minimum union problems;
- Minimal turnover;
- High morale;
- Staff stability;
- High experience maintained;
- Reduced shortages;
- Good reputation;
- HECFI and HCC seen as fair employer;
- Petty theft reduced.

Disadvantage:

- Municipal contribution increased by 20%.

The following is a summary of the cost of the Options:

<u>Option</u>	<u>Cost (over/under) 1986 Municipal Contribution</u>	<u>%</u>
A	\$67,000 under	30% under
B	\$38,000 under	17% under
C	\$17,000 over	8% over
D	\$14,000 over	6% over
E	\$44,000 over	20% over

IMPLICATIONS

The implications of not addressing the problem are as follows:

- 1) Reduction in service to clients (currently a problem);
- 2) Delay in room set-ups causing inconvenience to clients;
- 3) Constant turnover of employees resulting in the majority of the employees having little or no experience;
- 4) Increased difficulties in meeting deadlines;
- 5) Disgruntled employees who may seek a union to solve their problems.

CHOICES

Clearly Option E is the best choice for the Centre because it goes a long way in solving the staff problems in these times of high employment. The implications of not spending this money over the 1986 Contribution are clear and are listed.

My next choice is Option D. It offers a compromise between a low municipal increase and the best advantages for the Centre. The facility could live with this Option, even though benefits for part-time staff are denied and the additional full-time staff are delayed.

CONCLUSIONS AND RECOMMENDATION

With the increased employment opportunities in the Region, the Centre cannot hire or hold sufficient quality part-time staff to maintain its excellent reputation. A new pay structure and benefit package should be introduced to attract appropriate staff. Ignoring this action will lead to reduced service to clients and, ultimately, cancelled functions.

Conclusions and Recommendation (cont)

It is therefore strongly recommended that the following immediate action be taken:

- a) 5 full-time staff be added to the Centre establishment;
- b) 40 permanent part-time positions be created;
- c) A higher part-time pay structure be introduced;
- d) A benefit package be included with the permanent part-time positions.

H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT 1986 HOURLY RATE	PROPOSED 1987 HOURLY RATE	INCREASE		COMMENTS
				\$ AMOUNT	PERCENTAGE	
HAMILTON PLACE THEATRE:						
MAINTENANCE:						
Starting Rate	-	\$9.560	\$10.196	\$0.636	6.70 %	
After 3 months	1	\$10.196	\$10.710	\$0.514	5.00 %	
SECURITY:						
Starting rate	-	\$5.888	\$6.256	\$0.367	6.20 %	
After 3 months	3	\$6.255	\$6.570	\$0.315	5.00 %	
FRONT OF HOUSE:						
Under 18 years -						
starting rate	-	\$3.951	4.247	\$0.296	7.50 %	
after 3 months	-	\$4.681	4.681	-	-	
Over 18 years -						
starting rate	-	\$4.681	\$4.681	-	-	
after 3 months	22	\$4.681	\$5.030	\$0.349	7.50 %	
DOOR SUPERVISOR:						
Starting rate	-	\$5.046	\$5.298	\$0.252	5.00 %	
After 3 months	-	\$5.473	\$5.747	\$0.274	5.00 %	
After 1 year	1	\$5.932	\$6.250	\$0.318	5.40 %	
USHERETTE SUPERVISOR:						
Starting rate	-	\$5.880	\$5.880	-	N/A	(- The 1986 rate structure is be
After 3 months	-	\$6.255	\$6.256	-	N/A	(replaced by a Supervisor I
After 1 year	-	\$6.808	\$6.808	-	N/A	(and II rate.
Supervisor I	1	\$6.808	\$7.320	\$0.512	7.50 %	(
Supervisor II	1	\$6.808	\$7.150	\$0.342	5.00 %	(

H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT	PROPOSED	INCREASE		COMMENTS
		1986 HOURLY RATE	1987 HOURLY RATE	\$ AMOUNT	PERCENTAGE	
HAMILTON PLACE						
THEATRE: Continued						
BARS:						
Starting rate	-	\$4.681	\$5.030	\$0.349	7.50 %	
After 3 months	2 - 10	\$5.046	\$5.400	\$0.354	7.00 %	
SUPERVISORS:						
Starting rate		\$5.880	\$5.880	-	-	%
After 3 months		\$6.255	\$6.570	\$0.315	5.00 %	
After 1 year	1	\$6.808	\$7.150	\$0.342	5.00 %	

13 - 40						
=====						

TOTAL INCREASE TO 1987 HAMILTON PLACE OPERATING BUDGET
 (INCLUDING C.P.P. AND U.I.C.) \$14,000.00 - A TOTAL - 6.00 % INCREASE ON TOTAL WAGES
 =====

H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT 1986 HOURLY RATE	PROPOSED 1987 HOURLY RATE	INCREASE		COMMENTS
				\$ AMOUNT	PERCENTAGE	
COPPS COLISEUM:						
USHERS/USHERETTES	30 -	104				
WASHROOM ATTENDENTS						
TICKET TAKERS, DOORMEN						
IN-HOUSE SECURITY:	1 -	18				
Starting Rate		\$5.000	\$5.120	\$0.120	2.40 %	(- A three rate structure is
After 3 months		\$5.000	\$5.380	\$0.380	7.60 %	(being proposed with all Copps
After 1 year		\$5.000	\$5.630	\$0.630	12.6 %	(Coliseum staff commencing at the
						(starting rate on January 1, 1987.
DOOR CAPTAIN:	1					
Starting rate		\$5.500	\$5.630	\$0.130	2.40 %	(- A three rate structure is
After 3 months		\$5.500	\$5.890	\$0.390	7.10 %	(being proposed with all Copps
After 1 year		\$5.500	\$6.150	\$0.650	11.80 %	(Coliseum staff commencing at the
						(starting rate on January 1, 1987.
HEAD USHER/USHERETTE	1	\$10.000	\$10.250	\$0.250	2.50 %	
MAINT. ATTENDANT	2 -	12				
Starting rate		\$5.000	\$5.630	\$0.630	12.60 %	(- A three rate structure is
After 3 months		\$5.000	\$6.150	\$1.150	23.00 %	(being proposed with all Copps
After 1 year		\$5.000	\$6.660	\$1.660	33.20 %	(Coliseum staff commencing at the
						(starting rate on January 1, 1987.
MEDICAL ATTENDANTS	1 -	2	\$8.200	\$0.200	2.50 %	
T-SHIRT SECURITY	1 -	10	\$8.200	\$0.200	2.50 %	

37 - 148

TOTAL INCREASE TO 1987 COPPS COLISEUM OPERATING BUDGET

\$22,500.00

- A TOTAL -

9.40 % INCREASE ON TOTAL WAGES

(INCLUDING C.P.P. AND U.I.C.)



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

1986 October 30

Mr. Brian Conacher
Managing Director/CEO
HECFI

Dear Brian:

Re: Part-Time Wages

I have completed and enclosed a survey of part-time wage earners in similar facilities across Canada.

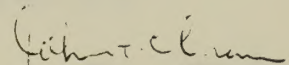
Keeping good part-time staff is difficult and in particular at this time as a result of almost zero unemployment for such employees in this immediate area. The survey shows that part-time employees at Copps Coliseum earn less than the national average in similar facilities across Canada.

Copps Coliseum charges back all part-time wages to the promoter of events and added to that is two dollars and fifty cents (\$2.50) per hour per each employee to cover such expenses such as uniforms, uniform cleaning and possible wage increases. These charge back rates are received by HECFI as revenue.

Therefore, I am recommending the proposed wage increase for part-time employees at Copps Coliseum.

Respectfully submitted,

COPPS COLISEUM


John T. Crane
Director

JTC:ls
attchm.
cc

Mr. John Leuser
Director of Finance and Administration
HECFI

PART TIME WAGE RATES

FACILITY	Head Usher	Usherettes/ Ushers	Door Captain	Ticket Takers	Maintenance Attendants	In-House Security	T-Shirt Security	Medical Attendants
Copps Coliseum	\$10.00/hr.	\$5.00/hr.	\$5.50/hr.	\$5.00/hr.	\$5.00/hr.	\$5.00/hr.	\$8.00/hr.	\$8.00/hr.
Olympic Saddledome/ Calgary	\$6.50	\$5.00-\$6.00	6.50	\$5.00-\$6.00	\$6.00-\$6.50	\$6.00-\$6.50	-	\$22.00
Northlands Coliseum/ Edmonton	Salary	\$4.50-6.00	9.00	\$4.50-\$6.00	\$5.50-\$6.75	\$5.75-\$7.25	-	Volunteer
Pacific Coliseum/ Vancouver	\$11.42	\$7.03	\$7.03	\$7.03	\$8.78	\$8.99	\$9.78	St. Johns
The Forum/ Montreal	\$10.00	\$7.50	\$10.00	\$7.50	Union	\$7.05	-	-
Maple Leaf Gardens					Union		-	St. Johns
The Arena/ Winnipeg	\$8.15	\$10.00	\$8.15	\$5.50	\$6.50	\$7.00	\$8.50	Contribution to St. Johns Ambulance on an annual basis

Schedule "D" referred to
in Section 1 of
Information Items, of the
TWELFTH Report of the
Audit/Finance Committee

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

UNAUDITED OPERATING RESULTS FOR THE

NINE MONTH PERIOD ENDED SEPTEMBER 30, 1986

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

BALANCE SHEET
AS AT SEPTEMBER 30, 1986

ASSETS		LIABILITIES AND RESERVES	
CURRENT	\$	CURRENT	\$
CASH	16,000	ACCOUNTS PAYABLE AND ACCRUALS	642,962
ACCOUNTS RECEIVABLE	1,142,429	ADVANCE TICKET SALES AND DEPOSITS	1,233,771
PREPAIDS	31,152	UNREDEEMED GIFT CERTIFICATES	79,970
INVENTORIES	98,904		
DUE FROM CITY OF HAMILTON	681,504	TOTAL CURRENT LIABILITIES	1,956,703
		RESERVES	13,286
TOTAL ASSETS	\$ 1,969,989	TOTAL LIABILITIES AND RESERVES	\$ 1,969,989

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

A SUMMARIZED CONSOLIDATED OPERATING STATEMENT

	CONVENTION CENTRE		HAMILTON PLACE		CORPS COLISEUM		CORPORATE (COMMON TO THREE FACILITIES)		CONSOLIDATED		% of 1986 Annual Budget Spent or Achieved	
	The Nine Month Period Ended September 30 1986		The Nine Month Period Ended September 30 1986		The Nine Month Period Ended September 30 1986		The Nine Month Period Ended September 30 1986		The Nine Month Period Ended September 30 1986			
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual		
Revenue	\$ 1,251,085	1,605,945	985,000	1,111,009	1,199,494	1,041,983	395,423	410,299	3,831,002	4,169,236	\$ 5,688,340	73.3
Expenditures	1,544,494	1,735,650	1,387,520	1,478,069	1,187,229	977,929	1,766,942	1,314,403	5,886,185	5,506,051	8,120,910	67.8
Excess of Expenditures Over Revenue From Operations	293,409	129,705	402,520	367,060	(12,265)	(64,054)	1,371,519	904,104	2,055,183	1,336,815	2,432,570	55.0
Contribution from the City of Hamilton	293,409	293,409	402,520	402,520	(12,265)	(12,265)	1,371,519	1,371,519	2,055,183	2,055,183	2,432,570	(1) 84.5
Budgetary Surplus \$	NIL	163,704	NIL	35,460	NIL	51,789	NIL	467,415	NIL	718,368	\$	NIL
LESS Budgetary Surplus @ August 31, 1986		108,218		(35,502)		148,948		422,177		643,841		
Budgetary Surplus Increase (Decrease) Over Previous Month		55,486		70,962		(97,159)		45,238		74,527		

(1) Includes the 1985 surplus of \$278,000 carried forward to 1986.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON CONVENTION CENTRE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Budgeted		Actual		Percentage of Total 1986 Annual Budget Spent or Achieved	
	Operating Results For		Operating Results For			
	The	The	The	The		
	Month of September 1986	Month Period Ended September 30 1986	Month Period Ended September 30 1986	Month Period Ended September 30 1986		
RENTALS AND LICENCE FEES	\$ 383,000	33,630	242,220	33,377 \$	235,638	61.5
FOOD AND BEVERAGE	1,482,000	134,200	933,900	259,543	1,294,096	87.3
RECOVERIES	82,300	7,400	60,100	14,942	54,030	65.7
OTHER	25,800	2,000	14,865	1,133	22,181	86.0
	\$ 1,973,100	177,230	1,251,085	308,995 \$	1,605,945	81.4

EXPENDITURES:

ADMINISTRATION	\$ 298,740	24,990	222,271	21,239	\$ 196,402	65.7
MAINTENANCE	329,660	27,520	246,348	38,342	258,239	78.3
OPERATIONS	77,120	6,547	55,584	7,900	57,004	73.9
SECURITY	92,000	7,667	69,001	9,879	69,769	75.8
FOOD AND BEVERAGES - ADMINISTRATION						
AND CLIENT SERVICES	111,680	9,208	85,563	5,252	70,890	63.5
FOOD AND BEVERAGE - KITCHEN	593,540	51,815	394,144	87,158	526,930	88.8
FOOD AND BEVERAGE - BANQUET	695,820	62,119	471,583	94,809	554,850	79.7
MAGNAB ARMS				1,566	1,566	-
	\$ 2,198,560	189,866	1,544,494	266,145	\$ 1,735,650	78.9
EXCESS OF EXPENDITURES OVER REVENUE						
FROM OPERATIONS	\$ 225,460	12,636	293,409	(42,850)	\$ 129,705	57.5

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Budgeted		Actual		Percentage of Total 1986 Annual Budget Spent or Achieved
	Operating Results For		Operating Results For		
	The Month of September 1986	The Nine Month Period Ended of September 30 1986	The Month of September 1986	The Nine Month Period Ended September 30 1986	
REVENUE:					
RENTALS AND LICENCE FEES AND SHOW REVENUE - GREAT HALL	\$ 322,000	28,200	47,916	\$ 150,353	46.7
RENTALS, LICENCE FEES AND SHOW REVENUE - STUDIO THEATRE	62,200	600	1,678	34,772	55.9
OTHER RENTALS	50,500	4,200	5,156	43,719	86.6
FOOD AND BEVERAGE	214,000	16,800	16,124	115,980	54.2
RECOVERIES	705,040	54,300	89,446	713,114	101.1
OTHER	31,800	1,000	30,958	53,071	166.9

EXPENDITURES:

ADMINISTRATION	\$ 377,580	30,400	25,392	\$ 272,251	72.1
MAINTENANCE	255,020	19,700	14,878	165,741	65.0
MEETING ROOMS	4,800	400	721	2,571	53.6
FRONT OF HOUSE	130,100	9,600	7,866	77,969	59.9
OPERATION - SPECIFIC					
SHOW EXPENSES	582,000	43,540	76,099	633,676	108.9
SECURITY	57,200	4,700	4,630	41,330	72.3
STAGE - PROPERTY	310,640	26,800	22,620	204,884	66.0
BEVERAGE AND CATERING	179,800	13,900	12,050	79,647	44.3
	\$ 1,897,140	149,040	1,387,520	\$ 1,478,069	77.9

**EXCESS OF EXPENDITURES OVER REVENUE
FROM OPERATIONS**

\$ 511,600	43,940	402,520	(27,022)	\$ 367,060	71.7
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NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
COPPS COLISEUM

SUMMARY OF REVENUE AND EXPENDITURES

Description	Budgeted		Actual		Percentage of Total 1986 Annual Budget Spent or Achieved	
	Operating Results For		Operating Results For			
	The Month of September 1986	The Nine Month Period Ended September 30 1986	The Month of September 1986	The Nine Month Period Ended September 30 1986		
RENTALS, LICENCE FEES AND SHOW REVENUES	\$ 891,500	112,250	598,750	50,951	\$ 589,274	66.1
FOOD AND BEVERAGE CONCESSIONS	380,000	47,842	254,742	16,022	152,494	40.0
RECOVERIES	455,700	57,372	305,782	21,347	285,489	62.6
OTHER	60,000	6,897	40,220	1,224	14,726	24.5
	\$ 1,787,200	224,361	1,199,494	89,544	\$ 1,041,983	58.3

EXPENDITURES:

ADMINISTRATION	\$ 320,580	26,954	239,968	26,899	\$ 217,726	67.9
MAINTENANCE	562,180	56,707	403,728	47,476	259,575	46.2
EVENT PLANNING/OPERATIONS	566,590	52,096	416,218	28,977	329,590	58.2
INATSE PAYROLL	-	-	-	3,285	33,093	-
SECURITY	184,460	21,448	127,315	12,910	137,945	74.8
	\$ 1,633,810	157,205	1,187,229	119,547	\$ 977,929	59.9
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	\$ (153,390)	(67,156)	(12,265)	30,003	\$ (64,054)	41.8

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CORPORATE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Annual 1986 Budget	Budgeted Operating Results For		Actual Operating Results For		Percentage of Total 1986 Annual Budget Spent or Achieved
		The Month of September 1986	The Nine Month Period Ended September 30 1986	The Month of September 1986	The Nine Month Period Ended September 30 1986	
BOX OFFICE	\$ 350,000	40,700	252,900	38,237	\$ 272,334	77.8
RECOVERIES	66,500	5,800	48,300	5,568	46,975	70.6
OTHER	126,000	10,341	94,223	12,231	90,990	72.2
	\$ 542,500	56,841	395,423	56,036	\$ 410,299	75.6

EXPENDITURES

ADMINISTRATION	\$ 679,690	53,265	503,895	64,031	\$ 479,452	70.5
MARKETING	1,292,470	114,053	950,347	62,624	600,247	46.4
BOX OFFICE	419,240	44,100	312,700	38,720	234,704	56.0
	\$ 2,391,400	211,418	1,766,942	165,375	\$ 1,314,403	55.0

**EXCESS OF EXPENDITURES OVER REVENUE
FROM OPERATIONS**

	\$ 1,848,900	154,577	1,371,519	109,339	\$ 904,104	48.9
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NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE CENTRAL UTILITIES PLANT

UNAUDITED OPERATING RESULTS FOR THE NINE MONTH

PERIOD ENDED SEPTEMBER 30, 1986

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THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CENTRAL UTILITIES PLANT
SUMMARY OF EXPENDITURES

Description	Budgeted		Actual		Percentage of Total 1986 Annual Budget Spent or Achieved
	Operating Results For		Operating Results For		
	The Month	The Nine Month	The Month	The Nine Month	
	Period Ended of September 30 1986	Period Ended September 30 1986	Period Ended September 30 1986	Period Ended September 30 1986	
Annual 1986					
Budget					
EXPENDITURES:					
OPERATIONS	\$ 532,000	44,315	399,138	48,435	79.6
RECOVERY FROM USERS	(544,980)	(35,000)	(423,900)	(37,381)	67.9
MAINTENANCE	594,050	49,505	445,513	42,889	65.7
CITY HALL	225,760	21,226	175,678	23,346	84.9
HAMILTON CENTRAL LIBRARY	260,740	15,946	203,438	18,328	76.0
HAMILTON FARMERS MARKET	33,330	2,100	26,100	2,305	78.0
HAMILTON CONVENTION CENTRE	224,680	10,597	151,197	18,030	79.1
HAMILTON PLACE	253,110	11,358	183,474	13,910	80.1
COPPS COLISEUM	497,000	27,500	316,700	34,161	50.2
PEDESTRIAN ARCADE/OVERPASS	40,900	2,894	29,976	10,476	78.4
ONTARIO GOVERNMENT BUILDING	214,530	15,000	154,400	13,010	65.4
PARKING AUTHORITY - UNDERGROUND	96,300	5,050	76,400	5,493	61.7
ART GALLERY	118,110	7,200	89,300	7,435	65.3

NOTE: The revenue and expenditure detail on the above balances is available upon request.

REPORT ON THE PROGRESS OF THE WORK DURING THE YEAR 1960

GENERAL INFORMATION

1. NAME OF THE PROJECT

PROJECT NO. 1

REPORT ON THE PROGRESS OF THE WORK DURING THE YEAR 1960

1. NAME OF THE PROJECT

PROJECT NO. 1

2. TITLE OF THE PROJECT

PROJECT NO. 1

3. OBJECTIVES OF THE PROJECT

PROJECT NO. 1

4. SUMMARY OF THE WORK DONE

5. DETAILED REPORT

5.1. INTRODUCTION

DATE	DESCRIPTION OF WORK	RESULTS	COMMENTS
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Audit & Finance Committee Minutes of September 30, 1986

Audit & Finance Committee Minutes of October 6, 1986

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

AUDIT & FINANCE COMMITTEE

Tuesday, September 30, 1986
12:00 Noon
Copps Coliseum Board Room

REGULAR SESSION

PRESENT: Mr. W. McFarland, Chairman
Alderman B. Hinkley, Committee Member
Mr. D. Hector, Committee Member

ALSO PRESENT: Mr. B. K. Conacher, Managing Director/
Chief Executive Officer, HECFI
Mr. J. A. Leuser, Director of Finance
and Administration, HECFI
Mr. T. B. Burrows, Director of
Hamilton Place
Mr. F. Bogden, Director of Marketing
Mr. W. Penfold, Director of Hamilton
Convention Centre
Mr. R. DiFilippo, Comptroller
Joan Mills, Committee Secretary

REGRETS: Mr. S. Cino, Committee Member
Dr. C. Bart, Vice-Chairman

1. Chairman's Remarks

The Chairman welcomed everyone present. The Secretary confirmed that the Committee Members had been duly notified and the meeting was called to order. The Secretary informed the Chairman that the delegation representing the National Congress of Italian Canadians - Hamilton District (NCICHD) would attend at 1:00 p.m. to speak to the matter of the outstanding 1984 accounts receivable account.

2. Minutes of Previous Meeting

It was

MOVED by Mr. Hector, seconded by Alderman Hinkley

THAT THE SEPTEMBER 2, 1986 REGULAR AND IN/CAMERA
MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

3. Motion to Move In-Camera

MOVED by Mr. Hector, seconded by Alderman Hinkley

THAT THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motion was carried during the In-Camera
Session:

1. THAT THE OUTSTANDING 1984 HAMILTON PLACE ACCOUNTS
RECEIVABLE ACCOUNT BALANCE OF \$1,318.80 FROM THE
NATIONAL CONGRESS OF ITALIAN-CANADIANS - HAMILTON
DISTRICT BE WRITTEN OFF.

MOVED by Mr. Hector, seconded by Alderman Hinkley

THAT THE IN-CAMERA SESSION BE ADJOURNED AND THE
REGULAR SESSION BE RECONVENED.

MOTION CARRIED.

4. Unaudited Results for HECFI for the Eight
Month Period Ended August 31, 1986

The Committee reviewed in detail the Director of
Finance and Administration's report on the unaudited
operating results of HECFI for the month of August,
1986 and the eight month period ended August 31, 1986.
It was noted that HECFI's budgetary surpluses for the
month and the eight month period were \$143,539 and
\$643,841 respectively.

The detail comprising these figures was as follows:

	<u>Budgetary Surplus (Deficit)</u>	
	<u>For</u> <u>The</u> <u>Month of</u> <u>August</u> <u>1986</u>	<u>For The</u> <u>Eight</u> <u>Month Period</u> <u>Ended</u> <u>August 31, 1986</u>
Hamilton Convention Centre	\$ 30,514	\$108,218
Hamilton Place	(17,915)	(35,502)
Copps Coliseum	23,733	148,948
Corporate	107,207	422,177
	<u>\$143,539</u>	<u>\$643,841</u>

It was

MOVED by Alderman Hinkley, seconded by Mr. Hector

THAT THE CONSOLIDATED UNAUDITED RESULTS FOR HECFI FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1986 BE ACCEPTED AS CIRCULATED FOR SUBMISSION TO THE BOARD.

MOTION CARRIED.

5. Unaudited Operating Results for CUP for the
Eight Month Period Ended August 31, 1986

The Committee reviewed in detail the Director of Finance and Administration's report on the unaudited operating results of the Central Utilities Plant for the month of August and the eight month period ended August 31, 1986. It was noted that the CUP's budgetary surplus for the month and eight month period were \$21,330 and \$52,044, respectively.

It was

MOVED by Alderman Hinkley seconded by Mr. Hector

THAT THE UNAUDITED RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1986 BE ACCEPTED AS CIRCULATED FOR SUBMISSION TO THE BOARD.

MOTION CARRIED.

6. Establishment of the Position of Accounting Clerk
for the MacNab Arms' Restaurant

It was

MOVED by Alderman Hinkley, seconded by Mr. Hector

- (A) THAT THE JOB FACT SHEET FOR THE POSITION OF ACCOUNTING CLERK (MACNAB ARMS' RESTAURANT) FOR THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE AUTHORIZED AND CLASSIFIED IN SALARY SCHEDULE 105C (1986 RATE),
\$20,432.36, \$21,518.64, \$22,496.76,
\$23,474.36, \$24,453.00 PER ANNUM FOR A ONE-YEAR CONTRACT, SUBJECT TO THE SALARY STUDY;
- (B) THAT THE POSITION BE POSTED INTERNALLY BY THE DIRECTOR OF HUMAN RESOURCES OF THE CITY OF HAMILTON AND IN THE EVENT THAT A SUITABLE CANDIDATE CAN NOT BE SELECTED FROM WITHIN ORGANIZATIONS OF THE CITY OF HAMILTON, INCLUDING HECFI, THAT THE DIRECTOR OF HUMAN RESOURCES BE AUTHORIZED TO ADVERTISE THE POSTING OUTSIDE.
- (C) THAT THE APPLICABLE PORTION OF THE COST OF THIS POSITION BE CHARGED BACK TO THE OPERATING STATEMENT OF THE MACNAB ARMS' RESTAURANT ON THE BASIS OF TIME SPENT.

NOTE: THE SALARY CLASSIFICATION FOR THE POSITION HAS BEEN DETERMINED BY THE CITY'S HUMAN RESOURCES DEPARTMENT. IT WILL BE REVIEWED BY THE SALARY CONSULTANTS PRIOR TO BEING POSTED. THE POSITION IS EXPECTED TO BE FILLED NO EARLIER THAN TWO WEEKS PRIOR TO THE OPENING OF THE RESTAURANT.

MOTION CARRIED.

7. Status Report on HECFI Internal Controls

Mr. John A. Leuser, Director of Finance and Administration, reported to the Committee that Mr. Michael Collyer, of Spicer MacGillivray, the partner in charge of the audit for HECFI, had advised that, based on their interim audit, HECFI's internal controls are operating effectively and that consequently, he had nothing further to report at this time.

8. Status Report on the Compensation Study

The Committee received for information a Status Report on the Compensation Study prepared by Mr. John A. Leuser, Director of Finance and Administration. The report indicated that the Compensation Study is proceeding as scheduled. It outlined the remaining steps in the process and advised the Committee that a draft report will be presented to the Committee for review sometime in November.

16. Next Meeting

The next regular meeting of the Audit/Finance Committee is scheduled for Tuesday, November 4, 1986 at 12:00 noon in the Copps Coliseum Board Room.

17. Adjournment

The meeting adjourned at 2:30 p.m.

It was

MOVED by Alderman Hinkley, seconded by Mr. Hector
THAT THE MEETING BE ADJOURNED.

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Mr. W. H. McFarland, Chairman

Mrs. Joan M. Mills, Secretary

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

AUDIT & FINANCE COMMITTEE

Monday, October 6, 1986
4:00 p.m.
Copps Coliseum Board Room

REGULAR SESSION

PRESENT: Mr. W. McFarland, Chairman
Mr. S. Cino, Committee Member
Alderman B. Hinkley, Committee Member
Mr. D. Hector, Committee Member

ALSO PRESENT: Mr. B. K. Conacher, Managing Director/
Chief Executive Officer, HECFI
Mr. J. A. Leuser, Director of Finance
and Administration, HECFI
Mr. T. B. Burrows, Director of
Hamilton Place
Joan Mills, Committee Secretary

REGRETS: Dr. C. Bart, Vice-Chairman

1. Chairman's Remarks

The Chairman welcomed everyone present. The Secretary confirmed that the Committee Members had been duly notified and the meeting was called to order.

2. Motion to Move In-Camera

MOVED by Mr. Cino, seconded by Alderman Hinkley

THAT THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motion was carried during the In-Camera Session:

THAT THE PROPOSED IATSE AGREEMENT WITH HAMILTON PLACE BE TABLED SUBJECT TO RATIFICATION.

MOVED by Alderman Hinkley, seconded by Mr. Cino

THAT THE IN-CAMERA SESSION BE ADJOURNED AND THE REGULAR SESSION BE RECONVENED.

MOTION CARRIED.

3. Hamilton Place Committee - Awarding of Contract for Stage Floor Reinforcement and Personnel Hoist

The Committee reviewed the Hamilton Place Committee recommendation that the contract for the personnel hoist be awarded to Steeplejack Services Limited, Oakville, Ontario, lowest bidder, for \$28,400. A discussion ensued on whether preference should be given in this particular situation to awarding the contract to Capital Equipment Inc., Hamilton, Ontario, a local supplier since its bid was only approximately \$52.00 higher. The Committee felt that the \$52.00 difference in the bids was negligible and may be offset by other factors such as the requirement of servicing the equipment and its associated costs.

Since the recommendation from the Hamilton Place Committee dealt with the awarding of two contracts: the stage floor reinforcement and the personnel hoist, the Committee agreed that the motion/recommendation could be split. It was

MOVED by Mr. Cino, seconded by Alderman Hinkley

THAT THE CONTRACT FOR STAGE FLOOR REINFORCEMENT BE AWARDED TO THE LOWEST BIDDER, RUFFELL CONSTRUCTION, FOR \$18,998 AND THAT THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND BE DESIGNATED AS THE RECOMMENDED SOURCE OF FUNDS.

MOTION CARRIED.

MOVED by Mr. Cino, seconded by Alderman Hinkley

THAT THE ITEM RELATIVE TO THE AWARDING OF THE CONTRACT TO STEEPLEJACK SERVICES LIMITED, OAKVILLE, ONTARIO, LOWEST BIDDER, FOR \$28,400 FOR THE PERSONNEL HOIST BE REFERRED BACK TO THE HAMILTON PLACE COMMITTEE SO THAT FURTHER CONSIDERATION BE GIVEN TO THE NEXT LOWEST TENDER BECAUSE OF LOCAL PREFERENCE.

MOTION CARRIED.

4. Hamilton Place Committee - Special Events Subsidy Fund - Animated Film Festival

It was

MOVED by Alderman Hinkley, seconded by Mr. Cino

THAT THE BALANCE OF \$19,000 OF THE CITY PLEDGE IN THE TOTAL AMOUNT OF \$50,000 FOR 1986 RELATIVE TO THE CANADIAN INTERNATIONAL ANIMATION FESTIVAL BE HELD IN ESCROW FOR HAMILTON PLACE EXPENSES UNTIL THE FUNDING SOURCE IS DETERMINED BY THE CITY OF HAMILTON.

NOTE: THE CITY OF HAMILTON HAS PLEDGED \$50,000 TO THE 1986 FESTIVAL IN "CASH AND SERVICES". TEN THOUSAND (\$10,000) HAS ALREADY BEEN PAID BY THE CITY DIRECTLY TO THE FESTIVAL. THE HECFI BOARD, AT ITS MAY 9, 1986 MEETING AGREED TO FINANCE \$21,000 FROM THE SPECIAL EVENTS SUBSIDY FUND TO COVER HAMILTON PLACE'S LICENCE FEE OR RENTAL FOR THE FESTIVAL FROM SEPTEMBER 29 - OCTOBER 4, 1986. THE BALANCE OF THE CITY PLEDGE THAT NOW REMAINS IS \$19,000 WITH THE SOURCE OF FUNDING TO BE DETERMINED. THE \$19,000 IF REQUIRED TO COVER \$10,000 IN ESTIMATED STAGE LABOUR (I.A.T.S.E.) COSTS AND \$9,000 IN EQUIPMENT RENTALS. THESE AMOUNTS WILL BE PAID BY HAMILTON PLACE.

MOTION CARRIED.

5. 1987 - 1991 Capital Budget Programme for HECFI

It was

MOVED by Alderman Hinkley, seconded by Mr. Cino

THAT THE 1987 - 1991 CAPITAL BUDGET PROGRAMME FOR HECFI BE APPROVED AS AMENDED PRIOR TO BEING SUBMITTED TO THE CITY'S EXECUTIVE COMMITTEE FOR APPROVAL.

MOTION CARRIED.

6. 1987 - 1991 Capital Budget Programme for CUP

It was

MOVED by Mr. Cino, seconded by Alderman Hinkley

THAT THE 1987 - 1991 CAPITAL BUDGET PROGRAMME FOR CUP BE APPROVED PRIOR TO BEING SUBMITTED TO THE CITY'S EXECUTIVE COMMITTEE FOR APPROVAL.

MOTION CARRIED.

7. Hamilton Place Committee - Lighting System
The Great Hall and Studio Theatre

MOVED by Alderman Hinkley, seconded by Mr. Cino

(A) THAT THE QUOTATION SUBMITTED BY STRAND LIGHTING, MISSISSAUGA, ONTARIO, IN THE AMOUNT OF \$242,129.13, INCLUSIVE OF TAXES, FOR UPDATING THE LIGHTING SYSTEMS FOR THE GREAT HALL AND STUDIO THEATRE OF HAMILTON PLACE BE ACCEPTED; AND

(B) THAT THE PURCHASE BE FINANCED FROM HAMILTON PLACE'S CAPITAL IMPROVEMENT SURCHARGE FUND.

NOTE: A REQUEST FOR PROPOSALS WAS EXTENDED TO THIRTEEN COMPANIES. TWO QUOTATIONS WERE RECEIVED. THE LOWEST QUOTATION IS BEING RECOMMENDED FOR ACCEPTANCE.

MOTION CARRIED.

8. Marketing Report on the Bid for the 1990 Men's
World Basketball Championship

It was

MOVED by Mr. Cino, seconded by Alderman Hinkley

THAT THE MARKETING REPORT COVERING THE CITY OF
HAMILTON AND HECFI'S PARTICIPATION IN THE BID FOR
THE 1990 MEN'S WORLD BASKETBALL CHAMPIONSHIPS BE
RECEIVED AS INFORMATION.

MOTION CARRIED.

9. Next Meeting

The next regular meeting of the Audit/Finance Committee
is scheduled for Tuesday, November 4, 1986 at 12:00
noon in the Copps Coliseum Board Room.

10. Adjournment

The meeting adjourned at 5:40 p.m.

It was

MOVED by Alderman Hinkley, seconded by Mr. Cino

THAT THE MEETING BE ADJOURNED.

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Mr. W. H. McFarland, Chairman

Mrs. Joan M. Mills, Secretary

Radio-Telephone Company, Inc. 1935

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8. The following is a list of the 1935 Radio-Telephone Company, Inc.

Audit & Finance Thirteenth Report



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT OF THE AUDIT/FINANCE COMMITTEE

To The Hamilton Entertainment and Convention Facilities Inc.

Members of the Board:

The Audit/Finance Committee presents its THIRTEENTH Report and respectfully recommends:

1. That the 1987 Hamilton Spectator Indoor Games be designated as a "Special Event" (see Schedule "A") and be permitted to licence the use of Copps Coliseum for the event on February 13, 1987 under the following terms and conditions:

- BASIC BUILDING FEE waived for the Move-In day (February 12, 1987);
- A FLAT BASIC BUILDING FEE OF \$6,000. for the Event day (February 13, 1987);
- A TICKET SELLING COMMISSION of \$300. or 3% of the gross ticket revenues (less any applicable admission sales taxes) whichever is greater;

Further, if and where applicable, a Credit Card Service Charge of 3% of the sale of tickets by Credit Card;

- ALL EVENT STAFF and EVENT SHEET charges at actual cost;
 - DEPOSIT waived;
 - The above terms and conditions are to be included as part of the Copps Coliseum Standard Licence Agreement for this event.
2. That management develop an appropriate application form that would be completed by organizations requesting funding from the Special Events Subsidy Fund.
 3. That the licence fee consideration of \$795.00 for use of Hamilton Place on September 20, 1986 by the Progressive Conservative Party of Ontario Convention be recovered from the Special Events Subsidy Fund.

4. That facility charges in the amount of \$19,451.00 for use of the Hamilton Convention Centre by the Progressive Conservative Party of Ontario in respect of their convention on September 18 - 21, 1986 be recovered from the Special Events Subsidy Fund.

Note: This Event attracted 1,400 delegates to the City of Hamilton. It is estimated that accommodation spending and incremental revenue spin-off benefits to the community were \$586,963. This event attracted optimum media coverage and exposure benefits for the Hamilton Convention Centre and Hamilton Place and the City of Hamilton.

It should also be noted that this organization was billed \$54,488.89 by the Hamilton Convention Centre for food, beverage and other services.

5. That the contract for the purchase of a Personnel Hoist be awarded to Capital Equipment Inc., Hamilton, Ontario, in the amount of \$28,452.00 and that the Hamilton Place Capital Improvement Surcharge Fund be designated as the source of funds.

Note: For the information of the Board of Directors, the bid from Capital Equipment Inc. (\$28,452.00), a local supplier, was only \$52.00 more than the bid submitted by Steeplejack Services Limited, Oakville, Ontario, (\$28,400.00). Both the Hamilton Place Committee, and Audit/Finance Committee were of the opinion that the difference in the bids was negligible. As a result, the contract was awarded to the second lowest bidder, Capital Equipment Inc., the local supplier.

6. That the HECFI Board of Directors consider making representation to the Legislative Committee considering the Amendment to Bill 26, relative to the Ontario Retail Sales Tax Act at Queens Park on November 20, 1986, prior to third reading of the Bill (Attached as Schedule "B").
7. That overdrafts totalling approximately \$13,000 be authorized in respect of the expenditure replacement accounts of the Hamilton Convention Centre for China, Glassware and Silver.

Note: Due to the significant increase in business activity at the Hamilton Convention Centre (H.C.C.) in 1986, H.C.C.'s current level of inventories of China, Glassware and Silver are not sufficient to service its current needs.

8. (a) That the capital project, Green Room (hospitality suite) for Copps Coliseum, in the amount of \$50,000 be proceeded with as provided for in the 1986 total portion of the 1986 - 1990 Capital Budget for Copps Coliseum; and
- (b) That the City's Executive Committee be requested to recommend the method of financing.
9. (a) That the tender submitted by Guild Electric Limited, Willowdale, Ontario, in the total amount of \$59,000 for improvements to the arena lighting system at Copps Coliseum be accepted; and
- (b) That the purchase be financed from the following accounts to the extent indicated:

<u>Account Number</u>	<u>Description</u>	<u>Amount</u>
0408-U32773	Improvements to Arena Lighting	\$45,500
0360-0145	Energy Management/ Improvements	\$ 8,000
8360-1034	Repairs and Maintenance Lighting	\$ 5,500

Note: Lowest of three (3) tenders received. The particular method of financing is being recommended since the tender is well in excess of the \$45,500.00 remaining in the budget appropriation account which was initially established at \$50,000.00.

10. (a) That the tender submitted by J. L. Sound Systems, Hamilton, Ontario, in the total amount of \$33,779.90 for sound reinforcement system upgrades at Copps Coliseum be accepted;

- (b) That a budget transfer of \$10,550 be authorized from work-in-progress expenditure account number 0408-U32754 (Electronic Organ) to work-in-progress expenditure account number 0408-U32772 (Improvements to House Sound System); and
- (c) That the purchase be financed from the following accounts to the extent indicated:

<u>Account Number</u>	<u>Description</u>	<u>Amount</u>
0408-U32772	Improvements to House Sound System	\$31,850.00
8360-1041	Repairs and Maintenance Public Address System	\$ 1,929.90
TOTAL		<u>\$33,779.90</u>

Note: Lowest of three (3) tenders received. A budget transfer is being recommended and also \$1,929.90 in funding from the operating budget since the tender amount is well in excess of the \$21,300.00 remaining in the budget appropriation account which was previously established at \$25,000.

11. (a) That the tender submitted by Beaver Engineering Ltd. in the total amount of \$28,990.00 for mechanical work necessary to supply and install a humidification system for fan systems in Hamilton Place be accepted;
- (b) That the purchase be financed from work-in-progress appropriation account number 0408-K32600; and
- (c) That the appropriation account description be revised to include the humidification system.

Note: Lowest of five (5) tenders received. It is appropriate to revise the account description to include the humidification system since the heating system being revised is not only for generating hot water but also heat. A humidification system should be part of any heating system.

The following are items for information only:

1. The Committee received for information a listing of Hamilton Place's Capital Projects to be financed from the Capital Improvement Surcharge Fund, attached as Schedule "C".
2. The Committee referred back to management the following items relative to requests for funding from the Special Events Subsidy Fund for further documentation and to establish whether commitments have been made on any applications:
 - a) Hamilton Area Challenge Square Dancers - Hamilton Convention Centre
 - b) The Association of Central Canada Broadcast Engineers, Technologists and Technicians - Hamilton Convention Centre
 - c) Ontario Association of the Homes for the Aged Conference
 - d) Pollution Control Association of Ontario.

RESPECTFULLY SUBMITTED

"W. H. McFarland" per J.M.

W.H. MCFARLAND, CHAIRMAN
AUDIT/FINANCE COMMITTEE

J.Mills

Joan M. Mills, Secretary
Audit/Finance Committee
November 7, 1986



Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "A" referred to
in Section 1 of the
THIRTEENTH Report of the
Audit/Finance Committee

FROM: Brian Conacher, Managing Director/CEO DATE: October 24, 1986

☐ FOR INFORMATION

TO: HECFI AUDIT & FINANCE
COMMITTEE

☒ FOR ACTION

SUBJECT: 1987 HAMILTON SPECTATOR INDOOR GAMES IN
COPPS COLISEUM ON FEBRUARY 13, 1987

RECOMMENDATION:

That the 1987 HAMILTON SPECTATOR INDOOR GAMES be designated as a "Special Event" and be permitted to licence the use of Copps Coliseum for the event on February 13, 1987 under the following terms and conditions:

- BASIC BUILDING FEE waived for the Move-In day (February 12, 1987);
- A FLAT BASIC BUILDING FEE OF \$6,000. for the Event day (February 13, 1987);
- A TICKET SELLING COMMISSION of \$300. or 3% of the gross ticket revenues (less any applicable admission sales taxes) whichever is greater.

Further, if and where applicable, a Credit Card Service Charge of 3% of the sale of tickets by Credit Card;

- ALL EVENT STAFF and EVENT SHEET charges at actual cost;
- DEPOSIT waived;
- The above terms and conditions are to be included as part of the Copps Coliseum Standard Licence Agreement for the event.

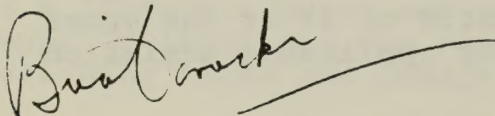
BACKGROUND:

- On February 15, 1986 the 91st HIGHLANDERS ATHLETIC ASSOCIATION (Mr. Norman M. Haac, President) held the first HAMILTON SPECTATOR INDOOR GAMES in Copps Coliseum.

- Prior to the availability of Copps Coliseum, the event was held in the James Street Armory.
- Since 1961 the City of Hamilton has provided financial support to the event.
- In 1986, in lieu of direct financial consideration by either the City of Hamilton or HECFI, THE HAMILTON SPECTATOR INDOOR GAMES was designated as a "Special Event" and as such, was charged the following for the use of Copps Coliseum:
 - BASIC BUILDING FEE waived for the Move-In day;
 - A FLAT BASIC BUILDING FEE OF \$6,000. on the Event day;
 - A TICKET SELLING COMMISSION of 2% of the gross ticket revenues (less any applicable admission sales taxes);
 - All EVENT STAFF and EVENT SHEET charges at actual cost;
 - DEPOSIT waived.
- The event did not do as well financially last year as projected and consequently, lost money.
- A bill of \$1,533.66. is still outstanding to HECFI.
- By letter on April 29, 1986 (see attached), Mr. Norman Haac wrote HECFI requesting forgiveness of the \$1,533.66. outstanding to Copps Coliseum and a grant/donation of \$3,500. to help offset their deficit.
- At the instruction of the HECFI Board of Directors, the HECFI Audit & Finance Committee reviewed the request and denied it (see attached).
- Plans are currently underway for the 1987 HAMILTON SPECTATOR INDOOR GAMES to be held in Copps Coliseum on February 13, 1987.
- Mr. Haac is presently approaching both the City of Hamilton and HECFI seeking their financial assistance for the 1987 HAMILTON SPECTATOR INDOOR GAMES (see attached letters).

- As far as HECFI is concerned, I feel that the event is a worthwhile one and strongly support the recommendation for their use of Copps Coliseum as a "Special Event" under the terms and conditions as shown.
- With respect to any direct financial grant/donation by The City of Hamilton, that is a matter for the Executive Committee to deal with directly with Mr. Haac.
- It should be pointed out that it should not be assumed that HECFI will make up any "short fall" from their supplementary funds as suggested in Mr. Haac's letter of October 17, 1986 to Mr. Joe Schatz.

Respectfully submitted,



Brian K. Conacher
Managing Director/CEO

Attachments

c.c.: Mr. J. Schatz, Secretary, Executive Committee



April 29, 1986.

Victor K. Copps Arena
101 York Boulevard
Hamilton, Ont.
Attn.: Mr. Brian K. Conacher
L8R 3L4

Dear Brian :

Thank you for taking time to discuss the financial position of the 1986 Hamilton Spectator Indoor Games.

In the agreement that was entered into, there was a provision that restricted us from an approach to the City of Hamilton for financial support.

We were very pleased with the production and athletic participation of the Indoor Games, however the attendance was not what we had expected.

The Hamilton Spectator has already agreed to be our major sponsor in 1987, and we have already reached agreements with three event sponsors. We are progressing to what we expect to be another major event for Hamilton.

While we were very pleased at this past years corporate and individual support (as patrons) our intent is to increase the area of support in 1987. Additionally, we are looking to " fill the house " by means of school and corporate participation.

While we have not yet " closed our books " due to not yet receiving all our income and a few invoices, we are expecting a cash deficit of approximatly \$ 3500.00.

continued

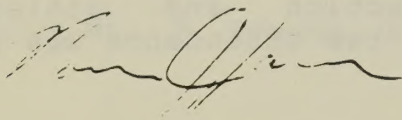
We would like to ask your Board of Finance if they would consider a grant to our organization to off set this deficit.

Within our plans for "1987" we have included additional financial support that would be used to reimburse you for this current consideration. To have the current year's expenses behind us will be a phycological help to us in our persuit of our goal for 1987.

We are sorry that we have to make this approach but can assure you that the Hamilton Spectator Indoor Games, February 13, 1987, will be an even better event and will turn a small profit as a result of learning from our experience in 1986.

We thank you for your consideration.

Yours very truly,



Norman Haac - President
91st Highlanders Athletic Association



Hamilton
Entertainment
and Convention
Facilities Inc.

Attachment 4.2

Audit & Finance
July 2nd Report

Tel. 416/526-4450

(IN-CAMERA) REPORT OF THE AUDIT/FINANCE COMMITTEE

To The Hamilton Entertainment and Convention Facilities Inc.

Members of the Board:

The Audit/Finance Committee presents its EIGHTH (IN-CAMERA) Report and respectfully submits the following items as information only:

1. This Committee took no action relative to the request from the 1986 Hamilton Spectator Indoor Games (91st Highlanders Athletic Association), for a grant to offset their deficit. HECFI will leave the sum of \$1,533.66 owing on the books until 1987 at which time HECFI will be reimbursed from anticipated revenues from the 1987 Hamilton Spectator Indoor Games.

Note: Attached as Schedule "A" is a letter from Mr. Brian K. Conacher to the organization, outlining our position in this matter.

2. Attached as Schedule "B" is a memorandum dated June 20, 1986 addressed to Mr. Brian Conacher from Mr. T. Bradley, Director of Purchasing for the City of Hamilton.

RESPECTFULLY SUBMITTED

W. H. McFarland / per gm

W. H. McFARLAND, CHAIRMAN
AUDIT/FINANCE COMMITTEE

J Mills

Joan Mills, Secretary
Audit/Finance Committee
July 2, 1986



Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "A" referred
to in Section 1 of the
EIGHTH (IN-CAMERA)
Report of the Audit/
Finance Committee

July 2, 1986

Mr. Norman Haac
President
91st Highlanders Athletic Association
401 Elgin Street
BRANTFORD, Ontario
N3T 5W5

Dear Norm:

Re: REQUEST BY 91ST HIGHLANDERS ATHLETIC ASSOCIATION WITH
RESPECT TO 1986 HAMILTON SPECTATOR INDOOR GAMES

Your letter request of April 29, 1986 was submitted to the HECFI Board of Directors at their June 13, 1986 meeting. At that time it was referred to the HECFI Audit & Finance Committee for their review and decision.

At the HECFI Audit & Finance Committee meeting on July 2, 1986 your request was reviewed. After review and discussion it is the decision of the HECFI Audit & Finance Committee that the outstanding bill of \$1,533.66 be left as an outstanding receivable to be paid out of revenues from the 1987 Hamilton Spectator Indoor Games.

Your request for a grant of \$3,500. from HECFI is not possible as HECFI has no mandate to provide loans/grants.

Respectfully submitted,

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

Brian K. Conacher
Managing Director/CEO

Attachment



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Street
Hamilton, Ont.
Canada L8P 3

Tel 416/525 44

INVOICE

NO. 5487

APRIL 15, 1986

MR. NORMAN HAAC
91ST HIGHLANDERS ATHLETIC ASSOC.
401 ELGIN STREET
BRANTFORD, ONTARIO
N3T 5W5

RE: COPPS COLISEUM
TRACK MEET - FEBRUARY 15, 1986

RENTAL OF FORKLIFT PER ATTACHED

1,533.66

8306+5599

BALANCE DUE

\$ 1,533.66

8411 ✓

22
23
24



91 ST



HIGHLANDERS ATHLETIC ASSOCIATION

September 19. 1986

JAMES STREET ARMOURY

Hamilton, Ontario
CANADA

City of Hamilton
City Hall
Hamilton, Canada

Attn: Mr. Joe Schatz, Director of Legislative Services

Dear Joe:

Re: The Hamilton Spectator Indoor Games 1987

Please accept my regrets for not getting to-gether before I had to leave on a short holiday.

Enclosed please find copy of our Financial Statement for our fiscal year ended June 30, 1986.

It is our feeling that we have set the foundation of a successful yearly event for the City of Hamilton. In view of this we would ask your support for last year and potentially for 1987 as well. We can assure you that continued support beyond "87" would only be required in the event we were asked to expand into other areas. This would only occur after proper consultation with the Appropriate parties at City Hall.

We are asking the City of Hamilton for a grant to cover the 91st Highlanders Athletic Association cash deficit for 1986 viz; \$7500. I have asked Mr. Robert Wynne to contact you so that we might proceed with our request as quickly as possible.

Please rest assured that ^{we} will work even harder to ensure that a breakeven project is achieved in 1987. We would like to mention that the Hamilton Spectator has pledged its support for "87". As well, C.H.C.H. has again said they would produce the program for later telecast as was done for "86" Meet. May we also mention that we have in hand three (3) additional sponsors and expect all our last years' sponsors to support us again.

We thank you for your interest and support.

Sincerely yours,

Norman M. Haac, President
91st Highlanders Athletic Association
P.O. Box 1962 - Brantford, Ont. N3T 5W5

NMH/gk-enclosure



Millard, Rouse & Rosebrugh
Chartered Accountants
PO Box 367, 96 Nelson Street
Brantford, Ontario N3T 5N3 (519) 759-3511

AUDITORS' REPORT

To the Directors of the
91st Highlanders Athletic Association,
Hamilton, Ontario

Not
For
Profit

We have examined the balance sheet of the 91st Highlanders Athletic Association as at June 30, 1986 and the statement of income and expenditure for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and procedures as we considered necessary in the circumstances, except as explained in the following paragraph.

In common with many charitable organizations, the Association derives part of its income from the general public in the form of donations and fund raising functions held by the Association which are not susceptible to complete audit verification. Accordingly our verification of revenues was limited to accounting for amounts recorded in the records.

In our opinion, except for the effect of adjustments, if any, had donations and fund raising functions been susceptible to complete audit verification, these financial statements present fairly the financial position of the 91st Highlanders Athletic Association as at June 30, 1986 and the results of its operations for the year then ended in accordance with the accounting principles described in Note 1 to the financial statements applied on a basis consistent with that of the preceding year.

Millard, Rouse & Rosebrugh

September 2, 1986

CHARTERED ACCOUNTANTS

91st HIGHLANDERS ATHLETIC ASSOCIATION
Hamilton, Ontario

PAGE 2

BALANCE SHEET - As at June 30, 1986

	<u>1986</u>	<u>1985</u>
<u>ASSETS</u>		
<u>Current Assets</u>		
Bank balance	\$ <u>2,158</u>	\$ <u>890</u>
<u>LIABILITIES</u>		
<u>Current Liabilities</u>		
Accounts payable	<u>7,432</u>	<u>-</u>
<u>SURPLUS</u>		
Balance - beginning of year	890	311
Excess of Income over Expenditure (Expenditure over Income) for the year	<u>(6,164)</u>	<u>579</u>
<u>Balance - end of year</u>	<u>(5,274)</u>	<u>890</u>
	\$ <u>2,158</u>	\$ <u>890</u>

STATEMENT OF INCOME AND EXPENDITURE
For the year ended June 30, 1986

	\$	\$
<u>Income</u>		
Sponsors	68,659	19,655
Entries	2,075	1,238
* Tickets	37,017	1,422
Programs	5,699	229
Road race	703	406
* Net of cost of using Lopp's Coliseum - \$14,105	<u>114,153</u>	<u>22,950</u>
<u>Expenditure</u>		
Athletics (travel, hotel accommodations)	74,696	15,071
Advertising and publicity	5,449	528
Officials	7,571	-
Track	11,791	2,162
Catering	6,632	3,104
Printing	8,343	1,051
Office expenses	5,835	455
	<u>120,317</u>	<u>22,371</u>
<u>Excess of Income over Expenditure</u> (Expenditure over Income) for the year	<u>\$ (6,164)</u>	<u>\$ 579</u>

NOTE TO THE FINANCIAL STATEMENTS - June 30, 1986

1. SIGNIFICANT ACCOUNTING POLICY

Income Recognition

These financial statements have been prepared on the accrual basis of accounting whereby revenues are reported in the period in which they are considered to have been earned or restrictions satisfied, and expenses are reported when incurred whether or not the transactions have been finally settled by receipt or payment.

October 17, 1986.

City of Hamilton
City Hall,
Hamilton, Ontario

Att: Mr. Joe Schatz, Director of Legislative Services

Dear Joe :

Please find enclosed copies of correspondence to H.E.C.F.I. .

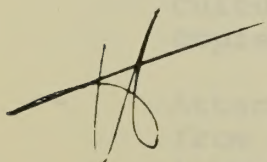
We were told that if we proceeded with arrangements with H.E.C.F.I. , we could not " go across the street " for further financial help.

We were also told that if we found ourselves in a "short fall" H.E.C.F.I. would consider additional support from their supplementary funds.

It would seem that things have now changed, and we have "fallen between the cracks".

We appreciate any help you can give us on this.

Best regards,



Norman Haac

cc : B. Conacher ✓



The Minister
of
Revenue

4th Floor
Hearst Bldg
Queen's Park
Toronto, Ontario
M7A 1X7
416/965-2901

October 14, 1986.

Mr. Tom Burrows,
General Manager,
Hamilton Place,
P.O. Box 2080, Station A,
Hamilton, Ontario.
L8N 3Y7

Dear Mr. Burrows:

I refer to Mr. L.P. Leonard's letter of September 29, 1986 regarding the concerns of the performing arts centres about the proposed amendments to the Retail Sales Tax Act.

After full consideration of your concerns, I have decided to proceed with the amendments. The amendments are designed to address the current problems with the administration of the tax on admissions. If the proposed amendments do not correct the situation or if they create additional problems, we will consider further changes.

Yours truly,

Robert F. Nixon,
Minister of Revenue.

c.c. Dr. Lily Munro



Hamilton
Entertainment
and Convention
Facilities Inc.

FROM: Thomas Burrows, Director of Hamilton Place DATE: November 7, 1986

☒ FOR INFORMATION

TO: Audit & Finance Committee
Board of Directors

☒ FOR ACTION

SUBJECT: ONTARIO RETAIL SALES TAX ACT - AMENDMENT TO
BILL 26 - CURRENT STATUS REPORT

RECOMMENDATION:

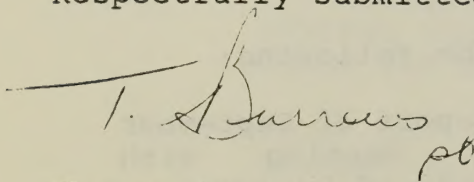
That the HECFI Board of Directors consider making representation to the Legislative Committee considering the Amendment to Bill 26 at Queens Park on November 20, 1986 - prior to third reading of the Bill.

BACKGROUND AND UPDATE:

- The Board has previously received the following:
 - Director of Hamilton Place Report of September 4, 1986 regarding the meeting with representatives of the Ministry of Revenue;
 - Correspondence on behalf of Roy Thompson Hall and O'Keefe Centre.
- Attached is a copy of the September 23rd letter from Mr. D. Braley, on behalf of the HECFI Board of Directors, to The Honourable Robert F. Nixon. The Honourable Lily Munro, Minister of Citizenship and Culture, has been informed of HECFI's concerns with copies of correspondence.
- Attached is a copy of the October 14, 1986 letter from The Honourable Robert F. Nixon advising of his intent to proceed with the amendments.
- Clarkson Gordon, Toronto, are preparing an economic impact document for presentation to the Committee with advice and information from the five Theatre Managers/Directors who represent affected Theatres (Mr. Andrew Shaw is the contact.) An outline of their study documented in the October 28th correspondence to Mr. Geoffrey Butler is enclosed.

- A date for the hearing is established for the morning of November 20, 1986. The hour is not yet established. The Director of Hamilton Place will determine the time and location of the November 20th hearing, request the opportunity for HECFI representation, and inform the members of the Board.
- St. Joseph's Hospital representatives are independently very active in opposition to the loss of tax-exempt status and may be in attendance at the hearing. St. Joseph's plan their fund raising events similar to the Kenny Rogers concert.
- Mr. John Belyea of the Progressive Conservative Research Office has communicated with Managers of the Theatre Complexes with requests for information as to the adverse affect passage of the Amendment would have on theatre operations.
- The Director of Hamilton Place has talked with local M.P.P.s and will make written information available.

Respectfully submitted,


Thomas Burrows
Director, HAMILTON PLACE

Attachments



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

September 23, 1986

The Honourable Robert F. Nixon
TREASURER OF ONTARIO AND
MINISTER OF REVENUE
Frost Building South
7 Queen's Park Crescent
TORONTO, Ontario
M7A 1Y7

Honourable Sir:

Re: BILL 26 - AN ACT TO AMEND THE RETAIL SALES TAX ACT

On behalf of the Board of Directors of the Hamilton Entertainment and Convention Facilities Inc. (HECFI), I write with regard to the proposed amendment to Bill 26 insofar as it affects the operation of Hamilton Place Theatre which is administered by HECFI, on behalf of the Corporation of the City of Hamilton.

As we understand the proposed amendment, it would remove the 10% Retail Sales Tax exemption which Hamilton Place Theatre and similar institutions currently have on certain types of shows, making us responsible to charge, collect and remit this tax.

If our perception of the Ministry's objectives is correct, it is of primary concern that present inequities be addressed and that Canadian Content policies and guidelines be reinforced.

Canadian Content in programming is a major part of the annual presentations at Hamilton Place Theatre, Roy Thomson Hall, O'Keefe Centre, Centre in the Square and the National Arts Centre. This group of performing arts facilities, dedicated to community, educational and cultural needs as

well as the communities' expectations for international entertainment events, are the homes for the Canadian Opera Company, The Toronto Symphony, The Kitchener-Waterloo Symphony, National Arts Centre Orchestra, The National Ballet of Canada, the Hamilton Philharmonic Orchestra, Opera Hamilton and many other Canadian performing arts organizations.

In the case of Hamilton Place Theatre, fifty percent of annual programming is devoted to Canadian Content.

An inconsistency will exist if much larger venues such as the Canadian National Exhibition and Ontario Place continue to be exempt and smaller venues dedicated to balanced programming that includes the presentation of some of the same artists and/or attractions are subject to retail sales tax.

Hamilton Place Theatre was built by the City of Hamilton and the citizens of Hamilton without benefit of Federal or Provincial funding. The annual operation of the facility and its program has been subsidized since 1973 exclusively by the City of Hamilton.

On behalf of the HECFI Board of Directors, I write to ask that most serious consideration be given to continue the exemption for Hamilton Place Theatre under Section 7 (2) and (G) of the Act - "an organization that is substantially assisted or supported financially from public funds of the Province of Ontario and that is prescribed by the Minister for the purpose of this section."

Though our "public fund" support is determined by the municipality, it is the Provincial grant to the municipality that is the primary source of funding.

We are aware that representatives of the institutions previously referred to were granted the opportunity of a collective representation to Ministry officials on September 4th, 1986 on these and other points. The report of that meeting prepared by the Director of Hamilton Place Theatre notes that Ministry officials led a thorough and productive discussion in a positive atmosphere and that a summary of that meeting will be submitted for your consideration.

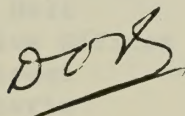
September 23, 1986 Correspondence
to The Honourable Robert F. Nixon

Page 3

We would be most happy to provide further factual information and to personally attend should another meeting be indicated or required.

Yours very truly,

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**



David Braley
Chairman of the Board

cc: Mr. Tom Burrows, Director, Hamilton Place Theatre
: Mr. Brian Conacher, Managing Director/CEO, HECFI



The Minister
of
Revenue

4th Floor
Hearst Tower
Queen's Park
Toronto, Ontario
M7A 1X7
416/965-2901

October 14, 1986.

Mr. Tom Burrows,
General Manager,
Hamilton Place,
P.O. Box 2080, Station A,
Hamilton, Ontario.
L8N 3Y7

Dear Mr. Burrows:

I refer to Mr. L.P. Leonard's letter of September 29, 1986 regarding the concerns of the performing arts centres about the proposed amendments to the Retail Sales Tax Act.

After full consideration of your concerns, I have decided to proceed with the amendments. The amendments are designed to address the current problems with the administration of the tax on admissions. If the proposed amendments do not correct the situation or if they create additional problems, we will consider further changes.

Yours truly,

Robert F. Nixon,
Minister of Revenue.

c.c. Dr. Lily Munro



A MEMBER OF ARTHUR YOUNG INTERNATIONAL

Woods Gordon

Management Consultants

P.O. Box 251
Royal Trust Tower
Toronto-Dominion Centre
Toronto, Canada M5K 1J7

Telephone: (416) 864-1212
Telex: 06-23191

ROY THOMSON HALL

October 28, 1986

OCT 28 1986

Mr. Geoffrey F. Butler
General Manager
Roy Thomson Hall
Administrative Offices
60 Simcoe Street
Toronto, Ontario
M5J 2H5

Dear Mr. Butler:

We welcome the opportunity to address the challenge of the admissions tax issue. The following is an outline of the project as we propose to pursue it.

Time is critical to the potential influence of our work. As a minimum, we can expect three weeks to lapse before the Standing Committee on Financial and Economic Affairs turns back the legislation for third reading. Accordingly, we have set a three week time frame as a limit for completing our final report. (The Committee will, however, be closely monitored, and as much as possible, our schedule will be adjusted sympathetically.)

In essence, we will be conducting a brief economic impact study and an assessment of likely market behaviour (suppliers included). In addition (and as an important component of the defence strategy), we will be making suggestions relative to alternate means of meeting the objectives of the proposed legislation.



To focus our work in a meaningful fashion, we will need to develop a relatively tight definition of the industry in question and its respective market. This definition will be formulated in the context of the much broader application of the current exemption.

We require the active involvement of you and your colleagues in the hall management business in order to accomplish our task effectively in the very short time available. Our approach to this work will be interactive: reviewing and asking for data for the individual cases, interviewing, and holding a draft-report review. Interviews will be conducted not only with key industry participants and stakeholders, but also with appropriate government representatives.

We will produce a succinct report supplemented by a presentation. The report will provide a brief background to the legislation intent, define the target interest group, and analyse the economic impact and market behaviour with respect to the defined target group in response to the proposed tax. Issues of cross-subsidy, price elasticity, and cultural mandate will likely surface as key factors in the analysis. The final component of the argument will be recommendations with respect to alternate means of meeting the government's objectives.

To carry out our work we will draw on the significant retail tax and government decision-making expertise within our firm. I will be personally responsible for directing our work throughout this interesting project, and for ensuring the quality of the economic and market assessment. Andrew Shaw, who as you know brings a special sensitivity and keen interest to this study because of his background in arts management, will handle the critical day-to-day tasks of data collection, interviews, and report writing.



Woods Gordon

- 3 -

Our total fees for professional services will not exceed \$12,500. Expenses (telephone, printing, out-of-pocket, etc.) will be additional. If for any reason our work must be terminated, our billing will only be for time and expenses incurred.

We look forward to working closely with you and the other hall managers on this challenging and very interesting project.

Yours truly,

Richard Blanchard
Partner

c.c.: Andrew Shaw



HAMILTON PLACE

FROM: Thomas B. Burrows

DATE: November 3, 1986

FOR INFORMATION: XX

FOR ACTION: XX

TO: Audit and Finance Committee

SUBJECT: CAPITAL EXPENDITURES

RECOMMENDATION:

THAT FOUR PROJECT TOTALING AN ESTIMATED \$220,000 BE FORWARDED TO THE CITY TREASURE TO BE NOTED IN THE RELEVANT PORTION OF THE CAPITAL BUDGET AS PROJECTS UNDER CONSIDERATION BY THE HAMILTON PLACE COMMITTEE FOR FISCAL 1987.

BACKGROUND:

The projects described in the attached page have been under consideration by management for some time. They must be reviewed by the Hamilton Place Committee and the Audit / Finance Committee.

Respectfully submitted,

Thomas Burrows
Director
HAMILTON PLACE

M E M O R A N D U M

November 3, 1986

TO: Tom Burrows

FROM: Robert Ellison

SUBJECT: Capital Expenditure Forecast

MARQUEE

We have obtained from Claude Neon Limited conceptual sketches for an electronic message display centre to be attached to the building at the corner of Summers' Lane and Main Street. The marquee would help to better identify HAMILTON PLACE as a theatre as well as indicating the show that would be performed on a given evening. Estimated cost: \$75,000.

DOUBLE GLAZING OF WINDOWS

This project would have the effect of insulating the building against cold in the winter and heat in the summer thereby saving energy costs year round. The pay back time has not been estimated but could conceivably fall within a 5 - 10 year time frame - \$60,000.

OPEN PIANO NOBILE ON TO PLAZA

When HAMILTON PLACE and the plaza adjacent to it were designed it was anticipated that the central portion of the Piano Nobile would be opened in order to allow patrons to flow out onto the plaza. The possibility of including a beer garden has been considered as well as an enclosed restaurant. The cost estimate that we currently have only covers the actual physical opening with sliding doors - \$50,000.

GREAT HALL STAGE CURTAINS AND SCRIM

This is a project which is overdue as all of these materials are now quickly wearing out after 13 years of continuous use. The draperies that would be required would be:

5 pairs of legs 30 feet x 11 feet	
5 borders 10 feet x 70 feet	
5 drapes 30 feet x 50 feet	
1 sharktooth scrim 30 feet x 60 feet	
68 yards black velour	\$ 35,000

Report by Director of Marketing



Hamilton
Entertainment
and Convention
Facilities Inc.

FROM Fred Bogden, Director of Marketing, HECFI DATE Nov. 10/86

☒ FOR INFORMATION

TO: Chairman,
HECFI Board of Directors.

☐ FOR ACTION

SUBJECT: MARKETING UPDATE REPORT

1. HAMILTON CONVENTION CENTRE

1.1 Hamilton Convention Centre Fifth Anniversary Event
October 16, 1986

This event attracted highly favourable media attention and an excellent turnout despite the inclement weather factor. The "Five Minute Five Hundred Million Dollar Walk" received wide coverage with a very positive reporting of the Centre's incremental revenue spin off benefits to the community being highlighted in most reports.

A wrap up report is included in my earlier report to the Hamilton Convention Centre Committee and now also attached is a further media article from the Brabant Papers underscoring the direct spending benefits to the community.

1.2 Convention Bedroom Block Capabilities - City-Wide

The City of Hamilton's ability to attract the larger sized city-wide convention is currently undergoing some difficulty due to possible cut-backs in the Sheraton Hamilton convention room block. Industry sources state this may be due to the Sheraton's recently advertised availability of corporate furnished suites for extended stays (see attached advertisement from the 1 November issue of the Hamilton Spectator). While Sheraton Hamilton indicate they are and will continue to honour all previously committed room blocks, there is some evidence and confusion existing that this indeed is not accurate. One recent Canadian "national" conference apparently was lost by the City due to the client not receiving full assurances of the necessary bedroom blocks and in another case, an annual square dance event (attracting 500 dancers) have notified the Hamilton Convention Centre sales staff that there are problems

1.2 (Continued)

with their 1986, 1987 and 1988 room blocks at the Sheraton (see attached letter dated November 7, 1986, from the Hamilton Convention Centre Sales Manager to the Director of Marketing). While this situation is continuing to be addressed by the City Convention Update Committee, it is suggested that high level contact also be made at this time with the Sheraton officials to confirm Sheraton's convention block policies.

See Appendix "A".

- 1.3 The Hamilton Convention Centre sales staff are continuing to work on a "city destination first" sell basis with other industry members such as the three major hotels and the Region Convention and Visitors Bureau. Shortly, the Centre's Canadian Sales Executive, Mr. Sal Farrauto, will be participating in an Ottawa Sales Marketplace sponsored by the Ontario Association of Convention and Visitors Bureaus, and a Hamilton sales blitz, directed towards the Canadian Association Market. Additionally, Mr. Nat Davidson, Sales Manager, Hamilton Convention Centre, will be accompanying the Region Convention and Visitors Bureau on a sales marketplace in Indianapolis organized by Tourism Canada officials in Detroit.

1.4 HECFI Participation in Mohawk College
Sixth Annual Field Placement Program

HECFI will be joining 42 other local companies in Mohawk College's annual field placement program for second and third year advertising students. Joining HECFI Sales and Public Relations staffs will be two students for the period November 17 to December 12 for on-site work/learning experiences.

- 1.5 The Director of Marketing and a representative of The Image Group recently travelled south for a series of discussions and meetings with representatives of the Baltimore Convention and Visitors Bureau and the Baltimore Convention Centre for purposes of learning more about Baltimore's marketing and advertising programs over the past several years. Baltimore's positioning with Washington, D.C., can be compared to the City of Hamilton and the City of Toronto. Discussions also took place with representatives of Tourism Canada and the Krisam Group (who represent the Government of Canada in the U.S. capital in selling Canadian destinations primarily to the association market).

1.5 (Continued)

The full discussions were entirely beneficial and a complete report is now being prepared and will be submitted shortly.

- 1.6 The attached article entitled, "Meeting space available, meeting rooms, anyone?" from the Fall issue of Facility Manager Magazine, addresses the competition factor between hotels and convention centres as both fiercely compete for the lucrative convention revenue.

2. COPPS COLISEUM

2.1 Lionel Richie Concert - November 21, 1986

This long awaited event will finally take place in Copps Coliseum on Friday, November 21. This concert in Hamilton, which is in addition to three Lionel Richie concerts in Toronto and one concert in Buffalo, will be monitored closely by the industry as a test of Copps' ability to attract full audiences under these competitive circumstances.

The matter of attracting major concert events to Copps Coliseum is continuing to be addressed in all forms, and attached for your background information is a copy of an industry article entitled "When dark nights come knocking" concerning the question of promoted and co-promoted events.

2.2 NBA Exhibition Game - October 26, 1986

This NBA exhibition match between the New York Knicks and the Detroit Pistons established an all-time attendance record for any NBA game played in Canada with the 16,000 plus spectators. Copps' ability to attract this type of fan support has continued to fuel media speculation that Copps will play host to some NBA games in the event that a Toronto NBA franchise bid is successful.

This event also attracted a record number of out-of-town media including several sports reporters from the USA and Canada seeing Copps Coliseum for the first time.

Evidence of Hamilton's basketball success has also been passed on to appropriate Canadian Basketball Association sources in our continuing effort to still attract the 1990 Men's World Basketball Championships.

2.3 The International Auto Show - Oct. 30 to Nov. 2, 1986

This event, essentially the first full trade show to be held in Copps Coliseum, spectacularly transformed the facility and scored a major success as well as drawing rave reviews. The event was promoted to national trade show producers who attended as guests of the Copps marketing staff. Strong visual follow-up is now underway with future clients. Future show dates with the Auto Show producers are now also under discussion.

2.4 1987 Canadian National Arabian and Half-Arabian Championship Horse Show

Related costs for staging this planned event in Hamilton this summer, according to the show managers, are financially unrealistic. Extraordinary special arrangements would have been necessary to stage the event in Hamilton. Every effort was made by the City and HECFI personnel to assist the show managers, however at an October 31 meeting at City Hall, it was the decision of the show managers that the extra costs far exceeded their potential revenue generating capabilities.

The event will likely continue in their existing CNE location in Toronto.

2.5 Copps First Anniversary Party - Sat. November 29, 1986

Excitement and positive media coverage is building for this citizen party set for Saturday, November 29. Paid media advertising and heavy public service announcements will advertise this event to the public. Cake-cutting ceremonies at 11:00 a.m. will highlight the "world's largest puck" and special guests. Free public skating will be on a controlled basis with tickets being distributed through the Copps Coliseum box office.

3. HAMILTON PLACE

3.1 Canadian International Animation Festival

An indepth review meeting will take place at City Hall on Tuesday, November 11, to discuss the 1986 event and possible future activities of the Festival. A full report will be presented later.

3.2 Consolidation of Marketing/Sales Staff in Hamilton Place

This physical move has now taken place and staff are adjusting to their new quarters. Space is rather tight and required expansion is expected to take place early in the new year into an adjacent area. Control of the sales log book, now located in the Convention services area of the Convention Centre, has been arranged and physical transfer to the sales department is expected to take place shortly.

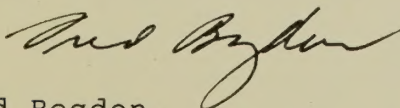
3.3 A review is continuing of earlier marketing strategies and analysis with respect to maintaining the increased number of event days and implementing necessary adjustment in program planning for 1987. It is expected a report in this regard will be completed shortly.

3.4 The Director of Marketing has initiated local discussions with various cultural groups towards marketing Hamilton cultural attractions and tourism similar to the promotion recently announced by the Toronto Convention and Visitors Association (attached copy of Toronto Globe and Mail article dated October 29).

4. At the invitation of the Director of Marketing, The Honourable Thomas Niles, the U.S. Ambassador to Canada, toured all three HECFI facilities with Mayor Robert Morrow and the HECFI Management Team. The Ambassador was most impressed and was quoted as saying "that he couldn't wait for the first game between his Washington Capitals and a team wearing Hamilton colours."

5. Other major activities currently being addressed by the Director of Marketing include the marketing of the Copps private boxes; development of advertising and display space revenues; preparation of the HECFI 1987 Marketing Plans; possible Copps ticket surcharge; review of Copps and Hamilton Convention Centre rental rates and percentages; and a further review and implementation of short term event programs and analysis; possible NHL Bid Promotions. The Hamilton Ambassador Program is also in hand with the Hamilton and District Chamber of Commerce and the Region Convention and Visitors Bureau.

Respectfully submitted,



Fred Bogden,
Director of Marketing.

Attachments:

- 1) Appendix "A"
- 2) Hamilton Mountain News, October 22, 1986
- 3) Hamilton Spectator, November 1, 1986
- 4) Memorandum, November 7, 1986
- 5) Facility Manager, Fall Issue
- 6) Facility Manager, Fall Issue
- 7) Toronto Globe & Mail, October 29, 1986
- 8) Various Articles of Interest

APPENDIX "A"

CONVENTION REVENUE GENERATION TO THE CITY OF HAMILTON

<u>Dates</u>	<u>Conference</u>	<u>Number of Delegates</u>	<u>Accommodation</u>	<u>Ancillary Requirements</u>	<u>Food & Beverage</u>	<u>Retail</u>	<u>TOTAL</u>
Oct. 3-4, 1986	Ontario Health Councils	200	\$ 19,620	\$ 7,588	\$ 10,103	\$ 4,611	\$ 41,922
Nov. 6-8, 1986	Hamilton Area Challenge Square Dancers	500	73,576	28,455	37,888	17,293	157,212
		700	\$ 93,196	\$ 36,043	\$ 47,991	\$ 21,904	\$ 199,134

CONTINUED FROM PREVIOUS PAGE

TABLE 1

1. 2. 3. 4. 5. 6. 7. 8.

Variable 1
Variable 2
Variable 3
Variable 4
Variable 5
Variable 6
Variable 7
Variable 8

1960 1961 1962 1963 1964

1965 1966 1967 1968 1969

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Only large convention centre in Canada that breaks even celebrates five years

Happy birthday Convention Centre

by Debra Denomy, News Editor

It had everything a birthday should have — bands, clowns, cheerleaders, a cake and lots of guests.

The Hamilton Convention Centre turned five years old Thursday and not a minute detail of the traditional celebration was overlooked. Why, the Mayor of Hamilton Bob Morrow even led the crowd on the piano in a rousing rendition of the traditional happy birthday tune.

The \$7,500 birthday party began with the Mayor's Five Minute \$500 Million Walk through the city's revitalized downtown core. Some 100 people joined Mayor Morrow on his walking tour of the "new, almost

new and refurbished" properties in the core — the Holiday Inn, the Royal Connaught, the Sheraton Hamilton, Commerce Place, the Convention Centre, Hamilton Place, the Standard Life Centre, Jackson Square, city hall, the Football Hall of Fame and the Board of Education building.

\$500 MILLION CONSERVATIVE

Later, joined by another 400 or so local luminaries Mayor Morrow told his audience, \$500 million was definitely a conservative estimate of the value of the development that

has taken place downtown.

He said it was most fitting the first annual Five Minute \$500 Million Walk led to the doors of the Hamilton Convention Centre as it marked its fifth anniversary.

"The Convention Centre's reputation for excellence in the convention, trade show, meeting and hospitality community has grown immeasurably with each passing year, and the future looks even brighter," he said. "It's been five years, at times tumultuous but five years of success."

Bill Penfold, general manager of the Convention Centre reported the fifth anniversary year will see 22 major events at the centre, along with local events to supplement revenue and lower the burden on the taxpayer.

GROWN IN STATURE

"We've grown in stature and reputation in the past five years, and are now bringing thousands of convention delegates to the city," he said. "And, we're operating on a

break-even basis — that's good news for the taxpayer."

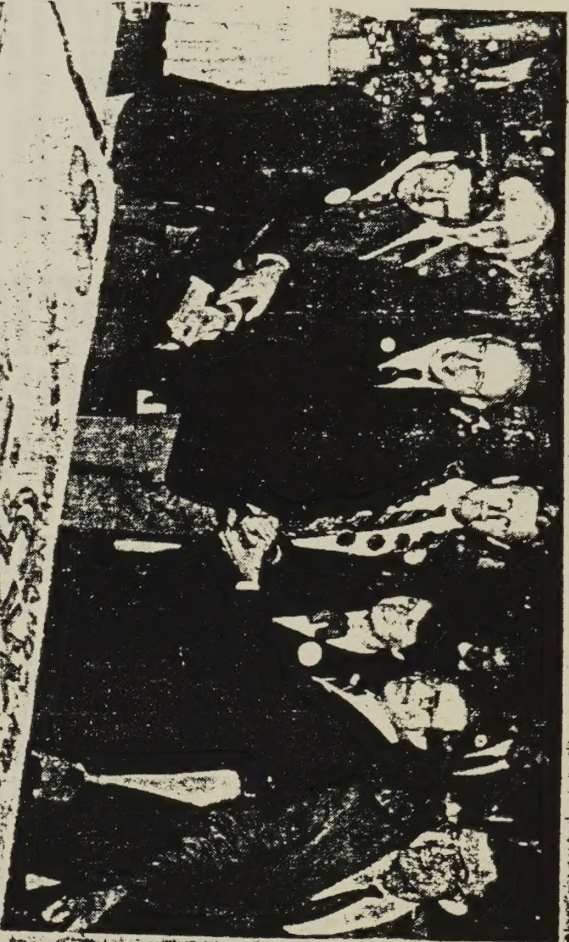
Since the Hamilton Convention Centre opened on Friday, June 19, 1981 over four million people have passed through the turnstiles. The Centre was built at a cost of \$16,633,526 with slightly over \$10 million contributed by the city of Hamilton and the remainder by the province. The cost of the furnishings was \$1,640,000.

FACTS

In the past three years, revenue has risen by 51 per cent and expenses only 18 per cent. The municipal contribution has lowered in each of the last four years, with the 1985 contribution \$182,000. In fact, Hamilton's Convention Centre is the only large convention centre in Canada that virtually breaks even.

The Centre has a full-time staff of 21 and a part-time staff of 271. Since the official opening, this group has provided food ser-

Continued to page 8



CUTTING THE CAKE: It took a lot of hands to cut the 6 foot long cake marking the fifth anniversary of the Hamilton Convention Centre. Shown here, (from left) Ward 3 Alderman Brian Junkley; Fred Borden, HECFI director of marketing; Bill Pen-

fold, general manager of the Convention Centre; Mayor Bob Morrow; Ward 5 Alderman Shirley Collins; Ward 7 Alderman John Gallagher, and Brian Conacher, managing director and chief executive officer of HECFI. —STAFF photo

Happy birthday Convention Centre

Continued from page 1

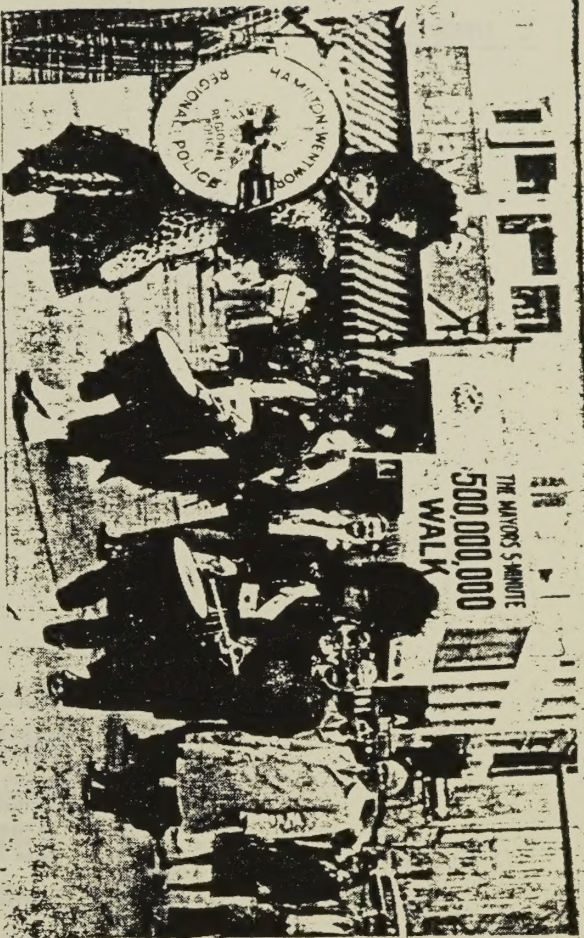
vice to more than 1 million people, Brian Conacher, managing director and chief executive officer for Hamilton Entertainment and Convention Facilities Inc. (HECFI) said that in its first five years, the Hamilton Convention Centre has become one of the key facilities in the resurgence of the downtown Hamilton core. "In real terms, we have just really scratched the tip of the iceberg of the potential for Hamilton and this Convention Centre," he said.

DIRECT SPENDING

A report compiled by Mr. Conacher shows that in the past five years the convention centre has been instrumental in creating \$10 million in "direct spending" by delegates in the city of Hamilton. Conventions have spent \$4 million on hotel rooms, \$3 million on foods and beverages, \$1 million in retail stores and \$2 million on miscellaneous items (transport, gratuities).

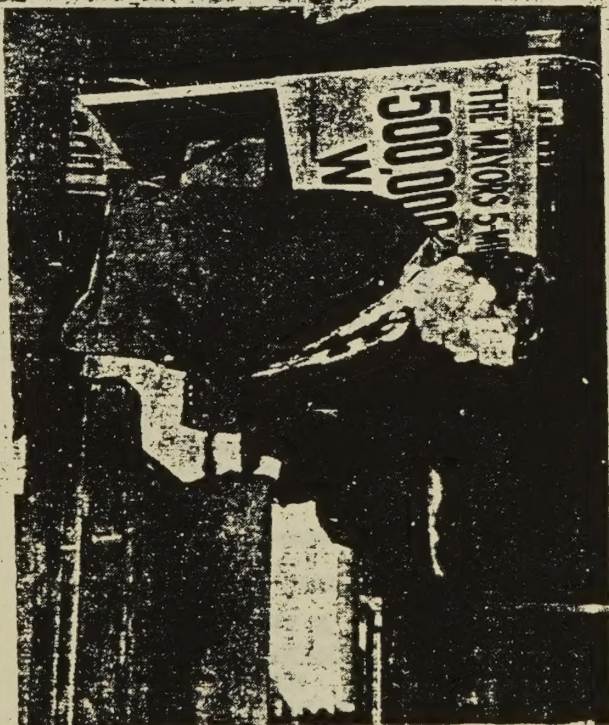
And, "we're looking forward to bringing more and new business into the city," he

—PV the 'churches' churches, the almost all municipalities, even though legislation around 1980s enough work for bene



SOME 100 PEOPLE joined Mayor Morrow's Five Minute \$500 Million Walk through the downtown core. Led by the Hamilton-Wentworth Regional

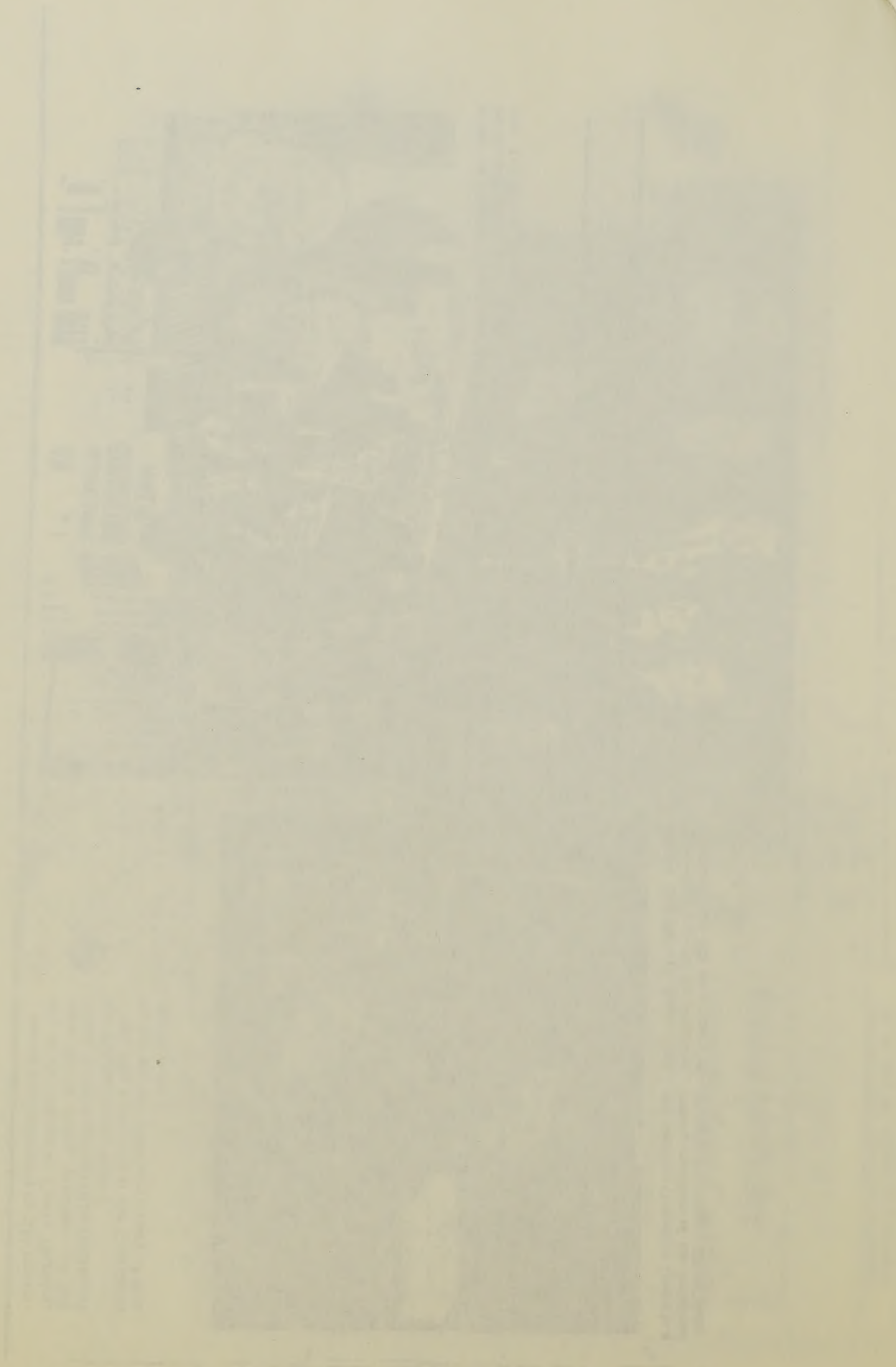
Police Band the entourage went on a walking tour of the "new, almost new and refurbished" properties in the core. —STAFF photo.



HAPPY BIRTHDAY! Mayor Bob Morrow led the guests who assembled, rousing rendition of the traditional to celebrate the fifth anniversary of happy birthday tune. —STAFF photo

Among those celebrating the fifth anniversary of the Convention Centre Thursday, were Morris Wales, president and Bill Gower, business manager of the Bricklayers and Masons Union, local 1.

The fifth event held at the Convention Centre was the 100th anniversary of their organization.



The Hamilton Spectator,
November 1, 1986.

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“Meeting space available, meeting rooms, anyone?”

by Mary Ann Williams

As hotels and motels build new meeting room space, they may compete directly with convention centers.

Nobody likes dark nights. Performing arts centers don't like them. Stadiums don't like them. Convention centers, 90 percent of which operate at a deficit, particularly don't like them. And now, hotels with meeting space have decided they don't like them either.

Meeting space in hotels has increased significantly over the past 10 years, with a few hotels, like the Las Vegas Hilton, containing as much as 172,000 square feet. For most hotels, 35 percent of their business is meeting business, according to

Mel Hosansky, editor of *Meetings and Conventions* magazine, and some hotels do as much as 75 to 80 percent.

“It's become very common now for a hotel to have meeting space as large as a convention center,” he says. “Part of the reason is the growth in conventions. About 15 or 20 years ago, only 30 or 40 cities were trying to attract this kind of business for their hotels—now there are about 250 cities that are doing it. This is going on literally everywhere.”

A boom in public assembly facilities

has occurred at the same time as the boom in hotel meeting space. Over \$6.5 billion was spent on new facilities in the past 10 years, as *Facility Manager* reported last winter.

This influx of meeting space from both the public and the private sectors raises questions about the relationship between hotels and convention centers, particularly in secondary and tertiary markets. When do hotels and convention centers in these markets cease to complement each other and become competitors?

How can they best coexist?

In the best situations, publicly-owned convention centers and privately-held hotels work together to bring dollars into the community. In Richmond, Va., that partnership extends to the operation of the Richmond Centre, a publicly-owned facility that is managed by the Marriott Corp., under the guidance of a city-appointed director, Jerry Johnson. The marriage between public and private enterprise works.

"I think there's enough business out there to go around. I see us as complementing each other," says A.C. Chapman, director of marketing and sales for the Richmond Centre for Conventions and Expositions in Virginia. "We're trying to develop an esprit de corps, an 'all for one and one for all' attitude between the hotels and the Richmond Centre. Our job is to get [conventions] to come to Richmond. If we can get them to come to the metropolitan Richmond area, we've done our job."

Jim Evans at the Greensboro Coliseum Complex, another facility that works closely with a private hotel, the Holiday

Inn Four Seasons, concurs. "Our role is to take on the larger convention and trade-show business that the Holiday Inn can't handle. We're more or less a support facility for the major hotels."

However, in Texas, where the depressed oil economy has sent both facilities and hotels scrambling for business, some hotels and convention centers have found themselves competing for the same shows. The Midland Center, in Midland, Texas, was the only facility in its area that could handle events of 500 or more until last October. Then the Holiday Inn opened a new ballroom facility. Now, instead of complementing each other, the two facilities are competing for some of the same events, much to the frustration of the Midland Center's manager, Mitchell Clark.

"There's no way I can compete against private industry," says Clark. "They have me beat on three accounts."

"First of all is insurance. They don't have to make their clients present them with a certificate of insurance naming the facility as additional insured. The hotel property is covered with a blanket policy,

so that's \$500 to \$800 less that an event has to spend at my facility right off the bat.

"Second, they're a regional operation. They have a regional director and an aggressive sales team. They can go after business I don't have time to pursue."

"And finally, they're a new facility. They're a new place for people to go in town, and they have nice carpeting and chandeliers, while we've got a cinder block convention center."

Down the road in Odessa, Don Thorne, manager of the Ector County Coliseum, has found himself in a similar situation with the Holiday Inn near his facility. "The oil economy is hurting and hotels are getting more and more hungry. They're not doing the room business that they used to," Thorne says. And that decline in business has made local hotels compete with the local facilities for other sources of income.

One of the competitive advantages the hotel has is its ability to negotiate and cut deals with events.

"We're a government-regulated body and that means there's a lot of red tape involved in our operation," says Thorne. "The basis for all my rental structure is determined in commissioner's court, while they can negotiate with the client for business."

The situation has left the Odessa Convention and Visitors Bureau "walking a tightrope," Thorne says. "They want to provide me with business but the public frowns on a government-operated facility competing with private industry for business."

Both Clark and Thorne believe that an upgrading of their facilities and an upswing in the oil economy will relieve the competitive pressure between their facilities and the local hotels. But their current situation is a good case study for what can happen in a depressed or overbuilt market, as hotels and convention centers find themselves vying for the same business.

In pursuit of the secondary market

Today major hotel chains are beginning to eye the secondary and tertiary market at a time in which there is also a public assembly facility boom in smaller markets.

"Every one of the major hotel companies has run into an impasse on expansion," says John Diamond, senior vice president and specialist in hotels and conferences for Real Estate Research Corp., a Chicago-based real estate consulting firm. "They [hotel chains] found it almost impossible to expand with their standard product—Hyatt cannot build any more grand hotels. As a result, they're segmenting the market and going after other business."

Of the major hotel chains, Diamond says Hyatt, Radisson and Marriott are increasing their focus on smaller and subur-

How the Other Half Operates

Brad Gessner didn't plan to work for the private sector when he interviewed for a position at the Harbour Island Sheraton in San Diego. "I loved San Diego and I knew I wanted to stay in facility management. It just happened that the private sector offered me the opportunity I was looking for," Gessner says. Nevertheless, today the former manager of the San Antonio Convention Center is in charge of convention services at Harbour Island's Sheraton, a two-hotel complex with 100,000 square feet of exhibit space, two large banquet halls, 15 meeting rooms and a 20,000-square-foot ballroom.

While an increasing number of facility managers are working for private management companies like Spectacor and FMG, Gessner says that he knows of no one else that has gone to work in convention services for a hotel. However, as hotels expand their convention facilities, career opportunities for facility managers may also grow.

Working for a convention hotel brings the same rewards as working for private industry, according to Gessner: the convention space is operated with a for-profit, bottomline orientation which means less red tape and politics to unravel and more autonomy for the facility manager.

"Civil service can be frustrating," Gessner says. "If you want something, you have to fill out 30 different forms and then it goes out for bid. It goes to the lowest bidder and you get junk. Working in private industry you can manage your building the way you want. If I need to go out and buy some risers, I can go out, buy them, and get them in seven days."

Compensation is another reason he likes working for the Sheraton. "I receive a guaranteed salary and a percentage of all bookings," Gessner says. "It's a lot like a sales position."

"It's a matter of incentives. When I was working for the city of San Antonio, I was paid on a salary. If I booked 50 events for that facility or if I booked five, I got paid the same amount. Now I'm paid a guaranteed salary plus a percentage of the business. On conventions where I'm working 15 or 16 hours a day, I know why I'm doing it—it makes a difference."

The incentive system extends all the way down the ladder. The 30 housemen and four assistants who work under Gessner also receive a gratuity for large events, which he says slows turnover and guarantees they'll be there during heavy work periods. In fact, turnover is so low that Gessner estimates there will only be four or five openings this year. His predecessor had his job for eight years.

Whether a manager can thrive under performance-based compensation depends on the person, says Gessner. "That's the good side of working for a private company. The downside is that if you're a slug, you'll get fired. This is not the kind of position for a guy who likes to come in at 9:30, spend an hour and a half drinking coffee and reading the paper, and then leave at 4:30."

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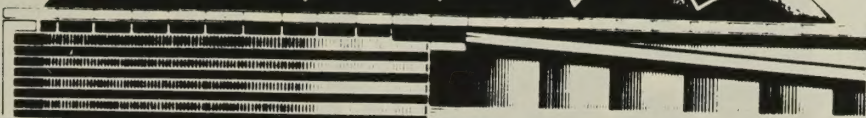
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ban markets, building smaller 150- to 250-room hotels with one restaurant and a meeting ballroom. Hilton, Sheraton and Holiday Inn have "always been in these markets," Diamond says. Hyatt plans to build 40 new hotels in the next five years, according to spokeswoman Jill Bausch. Thirty of these will be hotels in small town and suburban markets, each of which will have meeting facilities for up to 250 people. Bausch adds that 50 percent of Hyatt's traffic comes from meetings ranging from 10 to 2,000 people.

Sheraton, which has 496 hotels and inns throughout the world, will complete 47 new hotel facilities by the end of 1986. The corporation plans to continue its expansion into major convention markets like Atlanta and Chicago, says Director of Communications Robert Quinn, as well as to expand in suburban and regional markets. Director of Northwest Development Bill Bagwill adds that the corporation has seen "tremendous increase in the secondary and tertiary markets looking for hotel operators [to work with the local convention center]."

The amount of meeting space in a hotel depends on the market, according to Bagwill, who says that, as a rule of thumb, they plan to build 40 square feet of meeting space per guest room. Some Sheratons, like the one in Monterey, Calif., have very little meeting space because of the direct link to the local convention center. Others, like the Sheraton Harbour Island in San Diego, have self-contained meeting facilities.

This is nothing new, says Tom Feeney, a San Francisco-based consultant for Economic Research Associates. Historically, hotels have often built meeting space in communities that didn't have their own convention centers, he says. "In smaller towns, say 40,000 to 150,000 in population, hotels tended to come in and build public space that served as a de facto convention center," Feeney says. The Red Lion hotels in Salem, Ore., and Eureka, Calif. illustrate this trend.

Often the hotels were able to build this space by forming a public/private partnership with the local city government. These partnerships made construction of the new meeting space eligible for Urban Development Action Grants (UDAG) and other federal loans, grants which are no longer available.

Feeney sees the phenomenon of hotels operating as local convention centers as an interim solution for communities as they grow. Once a community reaches a certain size, its public assembly needs exceed the size of the hotel's facility.

"You reach a break point [when public assembly needs go] beyond 30,000 to 40,000 square feet where it's just not economical for a hotel to operate the facility," Feeney says. "The benefit to the hotel's

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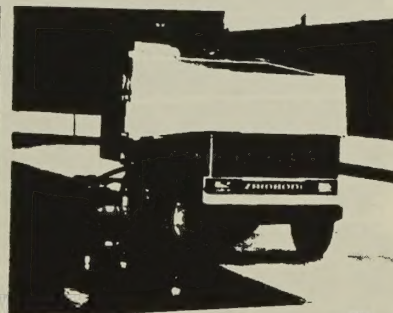
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occupancy rate is just not offsetting the operating cost [of a meeting space that size]." At this point, the community builds its own facility.

However, in some cases, the hotel may decide to expand its facilities to meet the communities' increased meeting needs. Four facilities in secondary markets—Valley Forge, Penn., Richmond, Va., Greensboro, N.C., and Miami are hotel-owned and -operated.

Whether a community should expand its municipal facilities or allow a hotel to become its major convention center is a sticky question. At Laventhol and Horwath's Miami office, Charlie Johnson has participated in many feasibility studies evaluating this question. In some cases, it is more practical for a community to let a hotel add meeting space rather than build its own municipal facility, Johnson says. The space it adds would be expensive, possibly raising taxes. It would be likely to operate at a deficit, and finally it would have to compete with the privately-run meeting space operated by the hotel.

When the city of Greensboro, N.C. commissioned a study to determine whether it should build additional convention center space, Johnson said Laventhol and Horwath rejected the idea. "We told Greensboro, N.C. not to expand their facility because the Four Seasons would eat their lunch," he says. (The Holiday Inn Four Seasons Hotel has extensive meeting space.)

"There's only x number of events that will go to the community and that's something that the community and the facility have to deal with—they have to have good feasibility studies to take that into account," Johnson says.

Because of the size of the Four Seasons convention space, the community will get the same benefits it would have gotten had it expanded its own facilities.

"In Greensboro, the community will get all the hotel room nights and economic benefits that the convention center would have generated. They happen to have a nice facility already called the Greensboro Coliseum Complex, which has 60,000 square feet of exhibit space, so they can really do all the consumer shows and exhibits they need to. In addition, they're going to have a facility built for free by the Four Seasons."

In markets that have both new public assembly facility space and new hotel-built meeting space, the result could be a complementary relationship as the two groups go after different types and sizes of meetings.

"There's more competition between the convention center and the hotel but there doesn't seem to be a real terrific bitterness," *Meetings and Conventions* editor Hosansky says. "The average corporate meeting is around 50 people; the average



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convention is around 1,000. Most of the hotel meeting space isn't large enough to handle those conventions."

For example, the ballroom accommodations planned by Hyatt in their new suburban and smaller town hotels will accommodate meetings of up to 250 people—the wedding business—according to Hyatt's Bausch. Whether or not this space competes with present facilities depends on the size of those facilities. In communities where the convention center's primary market is larger groups, these hotel ballrooms will not compete. But communities with smaller convention centers that host small meetings may find their business undercut.

Size is a crucial factor in smaller markets. "At 20,000 square feet [a building's] ability to compete is slim for the simple reason that... a typical ballroom in a hotel is [about that size]," says Johnson. "Because [hotels] also have the rooms there at the facility, they can offer a more competitive package and there's not a lot [a facility manager] can do about that."

"If a hotel and a convention center have the same type facility in the same market, the hotel will get the business."

However, additional meeting space from both the public and the private sector could result in an overbuilt market. And then private industry would have an operating advantage in competition, says John

Lanahan, a principal with the Chicago office of Laventhol and Horwath.

"If the convention center business and the conference center business... hasn't reached an overbuilt state, it's on the doorstep," says Lanahan. "Five years ago everybody thought they had to expand their convention centers. Now they're beginning to realize that a place like Dayton is never going to become the convention center capital of Ohio. There are a lot of convention centers that were built over the past five years and you're going to start seeing dark nights and black holes. How efficiently they can operate will determine how well they'll do. Hotels definitely have an advantage in competition because they have an operating advantage—we've seen that politicians aren't the most efficient operators of facilities."

In Miami, Laventhol and Horwath's Johnson agrees. "If city-owned and operated buildings... are not swift operators, they are going to become a dying breed because the hotels will come in and hurt them."

"The market is competitive and if the city's buildings are not well-operated or well-maintained or they do not meet the market's needs, then the hotel may come in and do a good job, but the city still benefits, because it still gets the economic impact."

He added that in the future we may

He added that in the future we may begin to see cities selling off smaller municipal facilities to hotels.

Heading off negative competition

Establishing a strong, cooperative relationship between the hotel and the convention center before either is built is the solution to heading off negative competition in the long run. ERA's Feeney suggests that a community encourage construction that complements existing facilities.

"If a community is smart, they are trying to establish an operating relationship with the hotel that can be a good marriage for them both," Johnson says. "Safeguards have to be built in to make sure it's a good marriage for both of them. . . . They have to develop a community marketing effort that will be equitable to everybody."

From the perspective of the meeting planner, the best facility wins. Asked what facility he would choose, if given the choice between a hotel-operated meeting space and a municipal convention center, Doug Heath, president of Meeting Planners International, said, "For the meeting planner, it boils down to the same issues [picking] one hotel over another hotel."

"Meeting planners want to get the best that they can get. Whether [the facility] is publicly owned or privately owned is not as important as the quality of the product." ■

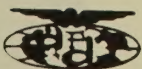
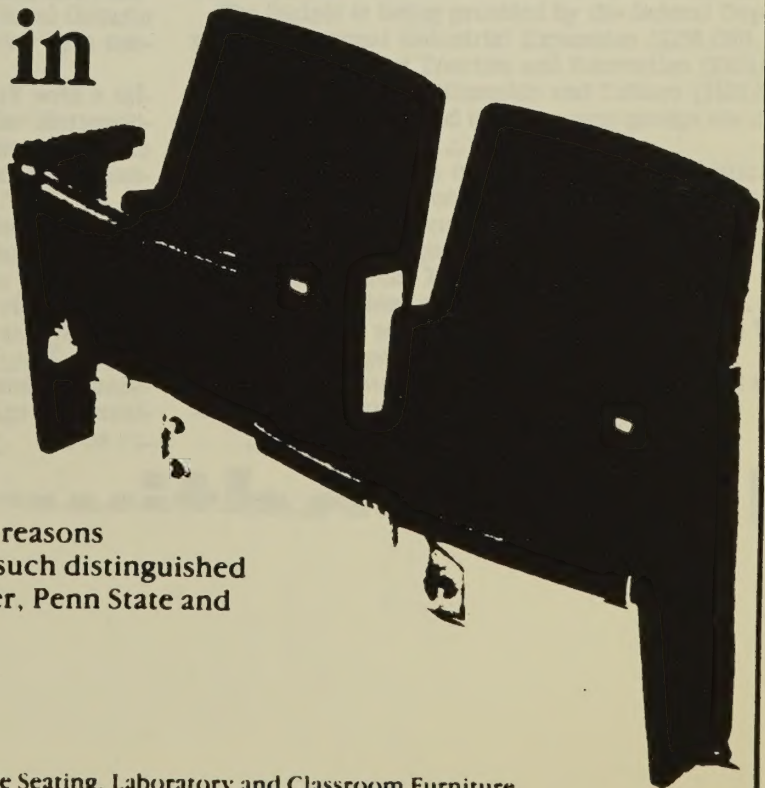
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This image shows a blank, cream-colored page, likely an endpaper or flyleaf from an old book. The paper has a slightly textured appearance. Along the left edge, there are three circular binder holes, evenly spaced vertically. The page is otherwise empty of any text or markings.

The marketing of Toronto: 'New York with a difference'

BY SALEM ALATON
The Globe and Mail

A group of arts companies and museums is being backed by the three levels of government in a test project to promote Toronto tourism and culture in several U.S. cities.

The promotion features four packages to Toronto that include hotel accommodation, tickets to the symphony, ballet, opera or other entertainments, and passes to the Art Gallery of Ontario and the Royal Ontario Museum. Details were announced yesterday by a consortium called Toronto for the Arts.

"We try to market Toronto as New York with a difference," said Bill Duron, president of the Metropolitan Toronto Convention and Visitors Association. He added that Toronto is "rivalling New York in our cosmopolitan atmosphere, our sophistication."

The \$775,000 marketing scheme will include direct mailing and newspaper and radio ads in Cleveland, Buffalo and Detroit, identified in studies as the U.S. cities that provide the largest numbers of tourists to Toronto. Duron said the plan will generate "at least \$4.3-million."

The promotion will begin next month and the packages will be offered for next January to April, normal-

ly the slowest tourism months.

A variety of two- and three-night packages, priced from \$94 to \$256, will be offered.

Seven Toronto hotels are participating, along with the ROM, AGO, Canadian Opera Company, Centre Stage Company, Toronto Symphony, National Ballet of Canada and Premiere Dance Theatre. All the participants are located in the City of Toronto, although the consortium claims there will be "spin-off benefits" for the rest of Metro.

The budget is being provided by the federal Department of Regional Industrial Expansion (\$250,000), the Ontario Ministry of Tourism and Recreation (\$200,000) and the Ministry of Citizenship and Culture (\$150,000). Duron's association and the seven arts groups are chipping in \$25,000 each.

While Toronto is as cosmopolitan and sophisticated as New York, in Duron's view, many U.S. dollars will be spread around here on things other than "high" culture. "I can imagine there will be a number of \$20,000 fur coats (from Toronto) on the backs of the visitors from Cleveland after this campaign," he said.

Tourism-arts schemes have gone into effect in Vancouver, Winnipeg and Montreal (in Halifax next spring) as a result of a meeting of the provincial tourism ministers last winter.

TOR GLOBE & MAIL OCT 29/86
A force without soul

THE NEW YORK TIMES, SATURDAY, JANUARY 10, 1936

New York with a difference: The marketing of Toronto:

By the Toronto Star

A group of New York City business leaders, including the president of the United Fruit Company, the president of the American Sugar Refining Company, and the president of the American Tobacco Company, have been in Toronto for the past few days, discussing the marketing of Toronto products in New York City.

The group, which also included the president of the Canadian National Railway, the president of the Canadian Pacific Railway, and the president of the Canadian National Bank, met with the New York City group to discuss the marketing of Toronto products in New York City.

The New York City group, which included the president of the United Fruit Company, the president of the American Sugar Refining Company, and the president of the American Tobacco Company, are interested in the marketing of Toronto products in New York City.

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THE NEW YORK TIMES, SATURDAY, JANUARY 10, 1936

Conacher's plans draw ire of Ziegler

By GARRY MCKAY
The Spectator

MIND YOUR own business. That's the message that National Hockey League president John Ziegler has sent to Brian Conacher.

But it is my business, says Conacher.

The head of Hamilton Entertainment and Facilities Inc. has written all NHL governors in his continuing attempts to get an NHL franchise for Copps Coliseum.

But Conacher's letter of Oct. 15, which is an elaborate plan on how the NHL could include Hamilton, did not go over well with Ziegler.

Ziegler wrote Conacher Oct. 23 to say that he is offended by his letter claiming that some of the assertions in it are not true and that the letter is counterproductive.

"He can do as he pleases," said Ziegler in a telephone interview yesterday. "I was not pleased, however, that he made some representations that I'm not sure are accurate."

Conacher says it's obvious something he wrote struck a nerve with Ziegler, but he's not sure what it was nor does he make any apologies for it.

"We have not been able to attract a franchise to relocate here, and there is nothing on the horizon at this time," said Conacher, "and expansion is, if, when, and maybe. The league gives us a little pat on the head now and then and tells us that maybe something will happen down the road. And maybe it will happen. In the meantime, I have a responsibility to the people of Hamilton." Conacher's proposal, in a nutshell, is that the NHL split into Canadian and American divisions. Hamilton would be given an expansion franchise and would join the other seven Canadian cities to form the Canadian Division.

Under his proposal, the Stanley Cup would, in effect, become a North American championship with the winners of the Canadian and U.S.

divisions meeting for the silverware.

"For anyone who is not in our business to come and start advocating to each of our owners that we should divide this league into a Canadian and American division runs absolutely counter to our history and what has made this league strong. And I have a very deep feeling that's just the kind of thing that could destroy the National Hockey League," said Ziegler.

The proposal is not totally new. The Canadian division concept has been put forward before by Toronto Maple Leafs' owner Harold Ballard. What may also have upset Ziegler was Conacher's assertion, in the letter, that the NHL governors do not want any more Canadian teams.

"The media has reported U.S. owners saying they didn't want more Canadian teams," said Conacher. "I didn't say that, they (the NHL owners) did."

Ziegler refused to comment when asked if Conacher's letter would be

counterproductive in attempts to bring a franchise to Hamilton.

As head of HECFI, one of Conacher's main responsibilities is getting maximum use of the \$42.7-million facility and until an NHL team is playing in the building, most Hamiltonians will consider it underutilized.

A number of groups or individuals including Russ Boychuk, Stephen Locke, Jack Robillard, Bernie Faloney and Amstel Brewery have expressed an interest in bringing an NHL franchise to Hamilton.

They are powerless to do anything, however, until the league decides it's ready for expansion or until an existing franchise expresses a desire to move. No franchises are in serious financial trouble currently and the league said last December it's not going to expand in the near future.

Conacher's letter is an apparent attempt to change the governors' thinking on expansion.

THE HOCKEY PAGE

SPORTS FOR SPORTS SHOPPERS

Ziegler cool to all-Canadian conference

I can't invite John Ziegler and Brian Conacher to the party. At least not for the time being.

(Conacher, who wants to get a National Hockey League team for Hamilton's Cops Coliseum, recently sent a letter to league governors suggesting a restricted NHL, with Hamilton as part of the new entity.)

Ziegler, the league's president, responded with a letter which more or less told Conacher to take a

Ziegler starts off by announcing to Conacher that he "attended by your letter of Oct. 15."

Then, after assuring Conacher that his right to free speech still exists, Ziegler adds, "For you to advance verified assertions and to attribute improper statements to NHL governors for the advancement of a goal that is contradictory to the spirit of the NHL is counterproductive."

Conacher's letter was something less than revolutionary, although you wouldn't know that from Ziegler's response. He suggested the formation of an eight-team NHL conference in Canada made up of the seven existing Canadian teams and an expansion team from the United States.

The Canadian conference would be split into two divisions and at the end of the season, playoffs would be held along divisional lines until a conference champion had been determined. That team would then play

the champion of the U.S. conference for the Stanley Cup.

Conacher said that last year's Stanley Cup final between the Montreal Canadiens and the Calgary Flames had not received the media attention in the United States that normally accrues to the finals.

"But maybe the Stanley Cup in real terms is a North American hockey championship," said Conacher yesterday. "A Canadian team versus an American team would create North American interest."

Conacher sent every NHL governor a copy of his proposal and Ziegler, not to be outdone, sent those same governors a copy of his response.

"I'm not trying to offend John Ziegler or trespass into the machinations of the NHL," said Conacher. "What I am trying to do is get Hamilton a franchise. I don't apologize for that."

Conacher was at a loss to explain what it was in his letter that caused Ziegler to respond as he did. Usually, in a matter like this, Ziegler sends a letter saying something like "Thanks for sending me your ideas," and files the correspondence in the back of a deep drawer.

Certainly, it couldn't have been Conacher's proposals for realignment that upset Ziegler. Any league president is forever hearing suggestions along that line.

AL STRACHAN



"The ideas which were communicated were not totally original," said Conacher. "I think they are concepts that have been bandied about but have never been consolidated."

Even Toronto Maple Leaf owner Harold Ballard, hardly a visionary by any stretch of the imagination, has suggested that the NHL be split into Canadian and U.S. conferences.

Probably, the aspect of the letter that prompted Ziegler's response was Conacher's flat assertion that there is a division between Canadian and U.S. owners.

"Many of the American owners have said in various publications, including yours, that they don't really want to see more Canadian cities in the league," Conacher said yesterday. "The Americans run the league. I don't think there's any question about that."

But the burning question that arises now is whether Conacher hurt Hamilton's franchise chances by sending his letter. That question was put directly to Ziegler yesterday. His response? "I'm not going to say anything."

However, it seems reasonable to assume that Conacher couldn't hurt something that didn't exist. The sentiment in favor of expansion in the NHL is far from rampant and those who do favor the concept are thrilled about the idea of including Hamilton.

Perhaps, by being aggressive, Conacher made the point that he's serious about making Hamilton a part of the NHL's future.

He has heard local residents suggest everything from lobbying to promotion to bribery as a means of attracting an NHL franchise.

Conacher has enough business sense to know that following any of those suggestions would be fruitless. He also realized that there existed a possibility that the letter could be misinterpreted, but, as he said yesterday, "What do you have to lose when you're sitting here with a \$42.5-million building and people are asking, 'What are you doing to get the NHL in here?'"

Conacher then provided his own answer to the question, "We're doing everything that we can." Which John Ziegler likes it or not.

From high notes to high sticks, it's ours to share

IT WAS by any yardstick an interesting week.

I am not your typical social gadfly. Once I'm home for the evening, I like to stay home for the evening. Last week was the exciting and well-rounded exception. Within the space of about seven days I and thousands of other Hamiltonians were lifted to the heights from one end of the entertainment spectrum to the other.

Yes, within about seven days, I enjoyed a world class opera extravaganza at Hamilton Place and world class hockey when the NHL visited Copps Coliseum for the first time.

In Hamilton. In a five-minute drive from home, in fact, I parked for a buck and then went out and experienced the best.

Hamilton, Ontario, Canada, has indeed come of age.

With the arrival of Daniel Lipton in town to direct Opera Hamilton, this home-grown cultural gem is shining with renewed brilliance. The sellout crowd for Verdi's *The Masked Ball* last week enjoyed a high art treat.

Opera live on TV

For the first time, CHCH-TV cameras captured the entire performance live on camera with audience for televising at a later date. This is a momentous development. Viewers within the CHCH transmission area will be able to enjoy Hamilton's own



version of *An Evening at The Met* on a regular basis.

In the past, taped dress rehearsals for which there was no audience had been broadcast but the live performances will show off Hamilton's opera and Hamilton's theatre with new vitality to tens of thousands of potential patrons in Southern Ontario and New York State.

Opera Hamilton's out-of-town audience is already growing by leaps and bounds. Up-to-date statistics put it at 13 per cent.

Sound perfection

Hamilton Place already has a reputation in the entertainment industry as a bit of accoustical and artistic perfection. The TV exposure will bring the sophisticated truth home with an appeal to the masses that will be worth millions for the image of Hamilton as a whole.

Meanwhile, 15,050 sports fans, with a bounce in their step and grinning from ear to ear, converged on Hamilton's Copps Coliseum last Saturday night for NHL Hockey, this

on a night when the Leafs were playing in Toronto and the Ti-Cats were on TV.

The grand historical dimensions of the moment were lost on not a soul in the place. From the playing of the first anthem to the first three stars, it was a night of firsts. The crowd cheered through the first faceoff and the first whistle, the first great save and the first great goal, the first raised fist and the first penalty, the first puck to hit the stands and the first shout.

There was the first hodge and the first ice cream bar, the first bag of peanuts and the first spilled Pepsi. The building with its superb openness and common-sense layout worked beautifully. In fact, everything worked with the precision of a finely-tuned power play, everything except the Washington Capitals. But you know all about that because if you weren't at the game yourself you saw it on the news and read about it in the paper.

You did and so did a zillion other people who up to now may not have known an awful lot about Hamilton, Ontario. They will parton if we gloat. The world is beginning to wake up to what we have to offer and we who knew all along get kind of a kick out of that.

Steeler all 'round

So now we must decide whether we want to share Steeler Beer with



The best at the coliseum, left, and Hamilton Place, top right.

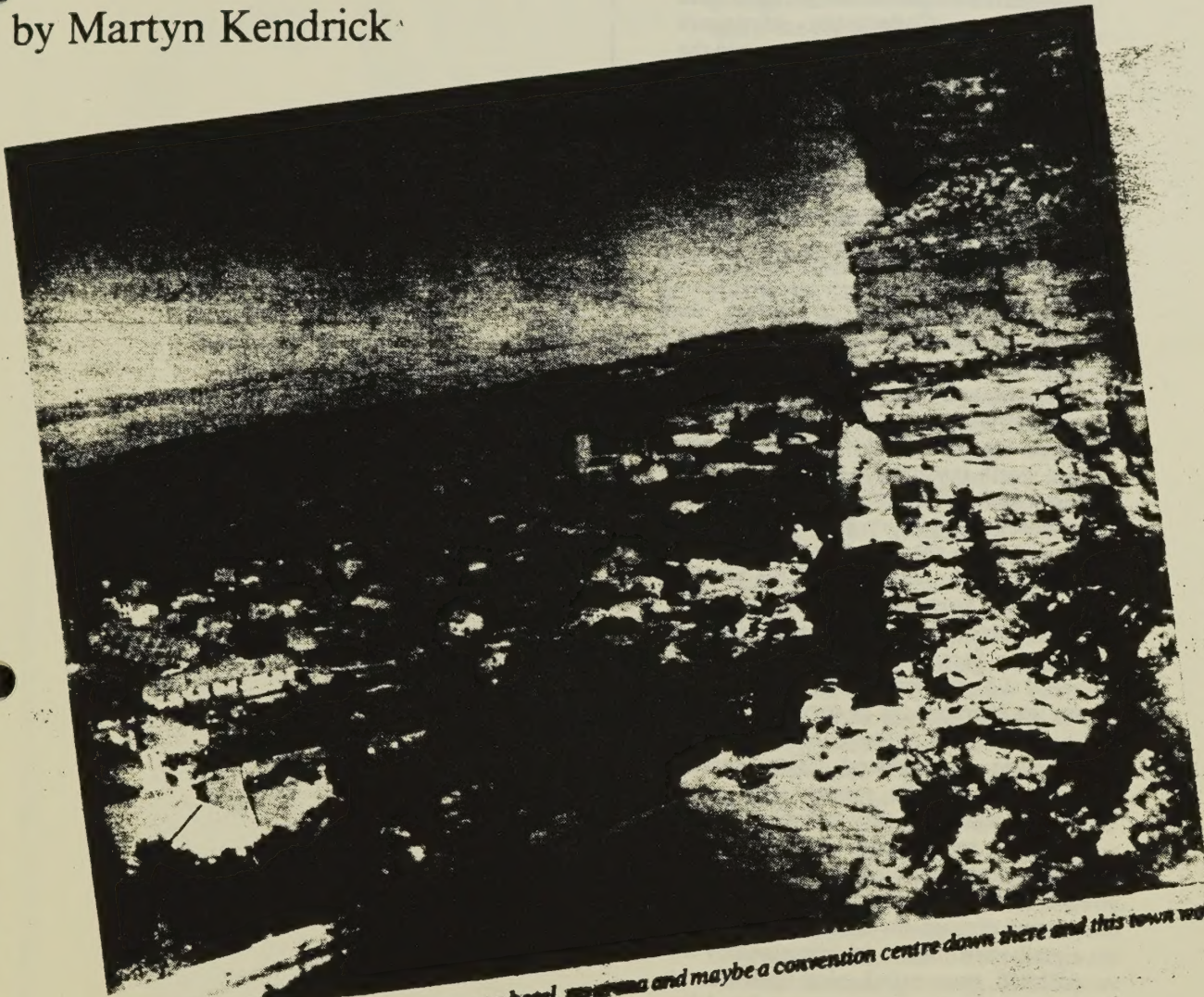
the rest of the world. Hamiltonians are in a magnanimous mood these days. Hamiltonians are showing themselves willing to spill the beans on their long held secrets, their theatre - one of the most attractive and efficient theatres in North America - and their coliseum - the largest and most successful coliseum on the continent.

This does not diminish us. On the contrary, it enhances us and our reputation far and wide. So it will be on a symbolic smaller scale if we go along with the promotion and agree to export our Steeler Beer.

Look out world, here we come - on the wings of an inspired aria by Verdi, on the comet tail of a hockey puck by the NHL, on the golden wave of Hamilton's own hometown brew by Amstel.

Looking back to the future

by Martyn Kendrick



"Listen Fred, I'm tellin' ya, you put a hotel, arena and maybe a convention centre down there and this town would be set for life."

If anything marked the beginning of a new era in this city's history it was the coming of the World Junior Hockey Championships to Copps Coliseum. Even as late as November of last year, just one month prior to the event, critics were still saying that it just couldn't work. There was too much to be done and too little time. Right up

until that cold, mid-December morning, when news of the near ticket sell-out got out, the coliseum and Hamilton were struggling to be born in the minds of a few key players. And it wasn't easy. Trying to sell their revised version of Hamilton was like trying to convince people they had just seen an elephant do a pirouette. But come game time there was a feeling in the air as tangible as the ice on which the Russians were finally to beat the

Canadians, the only sobering moment of this spectacular event.

But if the coliseum's successful debut onto the world stage managed to convert a few unbelievers, it was the key players in the hospitality industry who forwarded the momentum that was gaining ground in the city. They recognized the value of working their collective hands to the bone to satisfy the needs of the vast number of new people coming to this city. For

instance, when the press and an international public came to witness the hockey spectacle, they were treated like royalty and they went away singing the praises of the steel city. Like the organization of the games themselves, wooing the media was a rigorously planned event. And their positive response was a hoped for and welcome refrain. We had been used to hearing negative, condescending or indifferent remarks aimed at our lingering steel

city image. While it hasn't changed overnight, the success of the coliseum, and the later event spectaculars that marked this year have gone a long way to dispelling the steel town myth, not just to outsiders, but among ourselves. We were accustomed to apologizing for ourselves profusely. But this one accomplishment, the result of two decades of thorny development, seemed to galvanize the public and private forces of this city. Collectively, sometimes awkwardly, we jumped headlong into the dynamic creation of a first class tourist/convention/coliseum destination. And we haven't looked back.

The success of the coliseum has gone a long way to dispelling the steel town myth.

When we decided to feature the Sheraton Hamilton on the cover of this issue it was with many thoughts in mind. That our anniversaries happen to coincide certainly helped in our decision, but what makes the Sheraton intrinsically valuable and worth featuring is that it neatly ties together this brief, but important, period in Hamilton's history. Part of that can be explained by the fact that the Sheraton developers chose to locate at the heart of the Civic Square, at the centre of the action. Before it officially opened Nicholas Pynch, a former General Manager, was asked if he thought Hamilton was ready for the Sheraton. As he surveyed the civic square below him from one of the upper windows, he answered, "The Sheraton does not put its money into losing propositions." No, they realized fully what they were getting into.

It is nearly impossible to pass from one part of the civic square to another without passing through the Sheraton Hotel. It is equally hard not to be impressed by the polished, brass-railed spiral staircase, the suited doormen, and the crystal chandelier hanging like an enormous diamond from the skylit ceiling.

Deborah Vivien, the public relations director for the Sheraton Hotel, and an active participant in many of the activities in the core area, has an interesting way of painting the picture of the dynamic momentum of this city. Since its official opening last October the Sheraton has been host to a galaxy of stars. Their guest list reads like snippets from an edition of Who's Who: Dame Vera Lynn, Joan Rivers, Kenny Rogers, Franky Vallee and the Four Seasons, Bob Hope, Roger Whittaker, Rudolph Nureyev, and others of the gilded cage variety who have slipped into our city. They have played host to the leaders of all three parties, including Prime Minister Brian Mulroney and his wife and children, and Edward Heath, the former Prime Minister of Britain. These people

are leaving the city with the knowledge that we are open for business and we are good at what we do. And that surprises us as much as it does them. We haven't really had much time to practise hosting major political conventions, or set up bid applications for international events. But we seem to be entering into these areas with an expertise and enthusiasm that gives us an edge over more seasoned competition. And if the old adage is right, that success breeds success, then we have more of the same to which we can look forward. Indeed we are banking on it.

Convention towns are becoming big business, fast. Four years ago there were four convention cities in Canada. Today there are sixteen. We have managed during this year to turn great theories into undeniable concrete realities. No doubt that explains the Convention Centre's October 16th, 5th anniversary celebration. The "Five Minute, Five Hundred Million Dollar Walk" that they dreamed up to go along with it highlighted the success of the Superblock. It brought home the fact that five hundred million dollars worth of business has been designed over the last five years, all of it concentrated within a five minute walk through the downtown area. One of the reasons people get so excited about this kind of development is because it's clear that there are other ways to make money than relying almost solely on steel. We started looking at figures and listening seriously to quaint economic sounding terms like the "ripple effect." This theory states, in effect, that if you can draw thousands of people into an area for a three- or four-day period on a regular basis they will dispense with some of their hard-earned dollars. The problem was simple. How do you draw people into your corner of the universe? The answers were imaginative. Create big ticket events and first class facilities to hold them in and you have a winning strategy. The coliseum showed that it wasn't simply a theory. Ask Don Cherry, owner of the Grapevine, or Paul Pappas, owner of Grapes and Things, or anyone in the restaurant business in and around the downtown core. Ask the cabbies and the bus boys and others involved in servicing the core area. They all tell the same story. Whenever the coliseum, the Convention Centre or Hamilton Place are full they too are sharing the benefit. And as theory becomes more aligned with economic fact, more and better restaurants will open up in this city, more and better service outlets of diverse, entrepreneurial kinds will be attracted here. Much of this development will take place in the core area, the heart of the region, but the effects will be felt throughout. And it is not simply by money that our success will be gauged. Pride of place, pride in our achievements, pride in our city, is in some way its own

reward. For years, city officials have sought a way of instilling pride in Hamiltonians. We now have something of which we can be extremely proud. And if the year is any indication it should get even better as we go along.

During the early days of October Hamilton hosted for the first time 'The Canadian International Film Festival.' It was a meeting of creative giants in the animated arts who came from all over the world to preview the work of their peers. In a sense though there were two festivals. On the one hand, they showed the films to the public at Hamilton Place and The Art Gallery of Hamilton. Throughout the week the regular audience was educated about this creative use of high technology. It was fascinating, as well as instructive. But it was at night in the ballrooms or the foyer of the Royal Connaught Hotel, that the really vibrant, international flavour of this event took hold. The animation artists discussed their art with an infectious enthusiasm in French, German, Japanese and Polish accents to peers and laymen alike. They overcame bad press, and won the hearts and minds of many who were fortunate enough to have dabbled with them in their magical art. And they knew that we appreciated them. They said as much many times. In fact, they could not say enough about the city and the people they had met here. Somehow we had managed to convey to them that we wanted them to come back because to host events of this kind enriches not only our pocketbooks, but also our minds.

This, finally is what will shape the new Hamilton, a city which is even now growing into areas that were only dimly in mind when it began its imaginative journey into the future just less than two decades ago.

There has been talk recently of some new hotels entering the picture. In spite of the fact that this would be significant competition to the existing hotels, especially the Sheraton and the Royal Connaught, it is a welcome sign of the progress we are making. Put simply, more hotels mean larger conventions, which translate into more money rippling into the community. There is talk too of the Waterfront Redevelopment Project entering into more agreeable negotiations. There is also serious discussion of capitalizing on the recent spate of movies being shot here in the city, another development which took hold this year. This too can become a healthy economic booster to this city, not to mention the novelty of watching Bob Dylan walk down the street singing the 'Lovesick Blues.' Of course, one knows that talk is cheap and ideas are a dime a dozen, but the facts of this last year, if they teach us anything, teach us that talk is the beginning of great achievements. □

CANADA'S CONVENTION CENTERS

New Options
New Opportunities
Meeting Planners

Americans used to take Canada for granted. Even though our northern neighbor is the world's second largest country in area, until recently many of us thought of it primarily as the place the bad weather comes from.

But shifts in government and sweeping changes in the country



Canada's convention centers have been luring U.S. planners on the strength of their architecture, design, state-of-the-art technology and professional support systems.

CANADA'S CONVENTION CENTERS

approach to international trade have made Canada an economic force to reckon with. Canada is eager to do more business with the United States, and one target market is the meetings and conventions industry.

Following is a rundown of Canada's major convention centers, by province from west to east.

BRITISH COLUMBIA

Canada's third-largest city, Vancouver, British Columbia, may be the most spectacular convention venue in Canada. This city of a million people is ringed by the Coast Range of mountains. During Expo '86, it rolled out the red carpet for millions of visitors.

Expo's Canada Place pavilion, with a distinctive rooftop resembling five schooner sails, will become the British Columbia Convention Centre. Once the conversion is completed, the cen-

ter will be the largest facility of its kind in Western Canada, and one of the most spectacular in the country.

Its glass-enclosed concourse is a striking pre-function area overlooking landscaped promenades, thousand-acre Stanley Park, and an observation deck that boasts unrivalled views of the harbor and the mountains.

Street-level meeting areas at the center will include a 100,000-square-foot exhibit hall that can be divided into three multi-function sections and a 17,000-square-foot ballroom that will also divide into three sections. The exhibit hall will seat 5,000 theater-style; the ballroom will seat 2,000 theater-style. Together the exhibit hall and ballroom will have enough space for 613 10' x 10' displays or for banquet seating for 5,000.

The 21 meeting rooms on the second level will hold from 65 to 700 people.

Slated to open in September 1987, the center is part of a waterfront complex, developed for Expo '86, that includes a 500-room luxury hotel, a terminal large enough to accommodate five cruise ships at once, restaurants, shops and a World Trade

Centre office complex.

For more information: British Columbia Convention Centre, Suite 200, 999 Canada Place, Vancouver, B.C., Canada V6C 3C1; (604) 641-1987.

ALBERTA

Calgary, Alberta is now gearing up for the 1988 Winter Olympics, but the city's biggest annual event is the Calgary Stampede, a combination exhibition and Wild West extravaganza. The festivities are held in the Calgary Exhibition and Stampede Park, with its 70,000-square-foot Agricultural Pavilion and the Calgary Exhibition and Roundup Center, where there are 150,000 square feet of show space, two huge halls, a separate pavilion, a museum and a restaurant.

Meetings and conventions are also held in the 100,000-square-foot Calgary Convention Centre, built in 1974. It houses a 23,740-square-foot main exhibit hall with 14-foot-high ceilings and unlimited floor load capacity.

McLeod Hall is fully air-conditioned and contains 20,000 square feet that can seat 1,670 for banquets or 2,428 theater-style. A permanent stage dominates one end of the hall. The

CANADA'S CONVENTION CENTERS

hall is divisible into four rooms.

For more information: Calgary Convention Centre, P.O. Box 2110, Calgary Alta., Canada T2P 2M4; (403) 261-8800.

Edmonton, Alberta, is a fast-growing city of 500,000 people in one of Canada's prettiest river valleys. It's a business, political, and cultural center, and one of the hockey capitals of the world.

The Edmonton Convention Centre has 82,000 square feet of exhibit space, 2,200 bleacher seats and a 16,000-square-foot lobby on one level. On the lower level, there are 20 meeting rooms that can accommodate from 15 to 270 classroom-style.

For more information: Edmonton Convention Centre, 9797 Jasper Ave., Edmonton, Alta., Canada T5J 1N9; (403) 421-9797.

SASKATCHEWAN

Saskatoon, Saskatchewan is a prairie city famous for its 124 parks, wide-open spaces, and clear, dry air.

Meetings and conventions facilities are housed in the Saskatoon Centennial Auditorium. Designed for dramatic presentations, shows, concerts and lectures, the auditorium is suitable for moderate-sized functions.

In addition to the 2,000-seat theater, the facility offers 40,000 square feet of exhibit space, and a 20,000-square-foot registration area on the ground level, as well as 15 meeting rooms, a VIP lounge and banquet facilities for up to 1,500.

On the lower level, there is a 4,000-square-foot lobby area and four meeting rooms ranging in size from 660 square feet to 16,250 square feet.

For more information: Saskatoon Centennial Auditorium, 35 22nd St., E., Saskatoon, Sask., Canada S7K 0C8; (306) 664-9777.

The major meetings and convention facility in Regina, Saskatchewan, capital city of the province, is the ultra-modern, multi-purpose Saskatchewan Centre of the Arts. The three

principal function areas within include two auditoriums and a banquet hall.

Centennial Theatre Concert Hall has one of the largest stages in North America and a hydraulic element which can carry more than 100 people from the lowest level to full stage. It seats 2,000 people.

The Jubilee Theatre, which has its own public lobby and entrance, is a flexible space that can be set up for theater-in-the-round or proscenium performances. The space can also be converted into a reception hall, ballroom or a dining room seating 250.

Hainbridge Hall can provide theater-style seating for 1,400 and banquet seating for 1,100. Adjacent to its lobby are five small meeting rooms and two conference offices.

Although most people think that the center's primary function is to showcase the performing arts, George C. Haynes, executive director, says that two-thirds of its supporting revenue comes from conventions and trade shows.

For more information: Saskatchewan Centre of the Arts, 200 Lakeshore Dr., Regina, Sask., Canada S4S 0B3; (306) 584-5050.

MANITOBA

Winnipeg, Manitoba, is a busy metropolis at the very center of Canada. The Winnipeg Convention Centre is a five-level multi-purpose facility that can accommodate 7,500 for sitdown dinners and handle exhibit displays up to 30 feet in height.

Its largest ground floor meeting room measures over 21,000 square feet. It can be divided into 18 separate rooms from 500 to 3,350 square feet. More than 2,500 people can be accommodated for conferences or receptions.

On the mezzanine level, there are five small meeting rooms, a VIP lounge and a cocktail lounge.

The shopping concourse on the second level of the center is an indoor facility with 39 shops. There are also a motion picture theatre available for groups during the day, two fine restaurants and a "sidewalk" cafe. The concourse sky-walk provides direct connections to a major hotel and business tower.

On the third floor, an immense, column-free 78,000-square-foot exhibit area can accommodate up to 500 10' x 10' booths. Giant access ramps

with docking facilities for up to seven semi-trailers are available. The Great Hall has an open grid ceiling accommodating extra large displays and features a fully-equipped, collapsible stage. The space can be divided into two separate areas, one with 28,000 square feet, the other with 50,000 square feet.

According to John Quee, director of promotions for the center, which was built in 1975, sound and lighting systems have been recently upgraded, the business offices have been computerized and over 12,000 square feet of meeting space have been added on the mall concourse.

For more information: Winnipeg Convention Centre, 375 York Ave., Winnipeg, Man., Canada R3C 3J3; (204) 956-1720.

ONTARIO

Hamilton, Ontario is equidistant from Toronto and Buffalo, N.Y. The 100,000-square-foot Hamilton Convention Centre, with 40,000 square feet of exhibit space, is part of a downtown urban renewal project that includes Hamilton Place, a 2,200-seat theater and Copps Coliseum, which

has 87,000 square feet of trade show space.

Integrated into the center complex are the Hamilton Art Gallery, three office buildings and a 300-store mall with 16 restaurants.

The center's main exhibition space, Wentworth Hall, has 19,662 square feet of floor space with 26-foot-high ceilings. It's serviced by two loading ramps and has direct street level access. The entire area can accommodate 153 8' x 10' exhibit booths, or it can be divided into three halls, each accommodating 40 10' x 10' booths.

On the second floor, Albion Hall can accommodate 500 people theater-style. There are six breakout rooms with individual lighting and sound systems on the same level; with different configurations they can accommodate groups ranging in size from 30 to 255.

The Cherokee Banquet Hall on the third level provides 19,662 square feet of unobstructed exhibit space with 22-foot-high ceilings. The hall is divisible into five separate areas, accessible via two escalators, and can accommodate 110 10' x 10' exhibit booths.

CANADA'S CONVENTION CENTERS

For more information: Hamilton Convention Centre, 115 King St., W., Hamilton, Ont., Canada L8P 4T9; (416) 523-5883.

Ottawa, Ontario is the nation's capital and a showplace for Canada's dignified traditions, including a changing of the guard ceremony, and other colorful pageantry.

Located close to Parliament Hill, the Ottawa Congress Centre, which opened in 1983, is a glittering two-level facility and a technological showcase.

The main Congress Hall is a free-span space made up of 42,638 square feet of exhibit area and 10,125 square feet of reception area. It can accommodate 5,000 people theater-style, or 3,500 for banquets. It subdivides into eight separate meeting rooms for smaller groups.

The Capital Hall level includes nine meeting rooms accommodating between 80 and 100 people theater-style. Some rooms can be combined, creating four spaces, each with room for 180 seated theater-style.

The center offers technical facilities and equipment unmatched in Canada. All the meeting rooms are equipped for video projection and multi-image slide presentations, and there are permanent projection booths that can be used for front projection directly onto permanently mounted screens.

For more information: Ottawa Congress Centre, 55 Promenade du Colonel By Drive, Ottawa, Ont., Canada K1N 9J2; (613) 563-1984.

The Metro Toronto Convention Centre, opened in October 1984, is Canada's largest convention and trade show complex. It's an ultra-modern, three-level facility, part of a \$170-million project which also includes a 600-room luxury hotel and a 14-story office tower.

The main exhibit hall has 200,000 column-free square feet. It accommodates a thousand 10' x 10' exhibit

booths and up to 12,000 people. It can be partitioned into three separate halls, each serviced by a bank of escalators. Ceiling height is 35' to the bottom of the steel trusses and 48' to the roof. There is direct access for trucks to load and unload exhibits.

The street level features 14,000 square feet of registration area, and 25 meeting rooms that can handle up to 3,400 people, including a VIP boardroom. All rooms are equipped for audiovisual presentations.

On the lower level, the 28,000-square-foot "Constitution Hall" can accommodate 3,000 people for formal dining. The facility has two moveable walls allowing for three separate dining or meeting rooms, each serviced by translation and projection booths.

There is also a 1,350-seat auditorium on the lower level, with four translation booths allowing for instantaneous translation and 13 meeting rooms.

The state-of-the-art kitchen facility is the production kitchen for all food services throughout the center and can serve up to 7,000 meals at one time.

continued on page 172

CANADA'S CONVENTION CENTERS

continued from page 168

For more information: Metro Toronto Convention Centre, 255 Front St., W., Toronto, Ont., Canada M5V 2W6; (416) 585-8000.

QUEBEC

Directly across the Gatineau River from Ottawa, Hull, Quebec, is a well-developed convention destination with a modern convention center located in the downtown area. The Palais des Congres was built in 1980 and can accommodate meetings of up to 3,500 people. It features a 27,000-square-foot exhibition hall that can accommodate 165 8'x10' booths. It can hold 3,500 for meetings or 2,250 for banquets. The space can be divid-

ed into four spaces for smaller groups.

For yet smaller groups, eight additional meeting rooms can handle from 20 to 150 people.

A separate banquet hall with a full kitchen can hold 1,280 for meetings and 750 for meals.

For more information: Palais des Congres de Hull, Box 1970, Station B, Hull, Que., Canada J8X, 3Y9; (819) 777-0101.

Check out the location sensation of Toronto's Westbury

Location: Downtown Toronto. Close to Ontario Government Buildings, the financial district, theatres, shopping, Maple Leaf Gardens and public transportation.

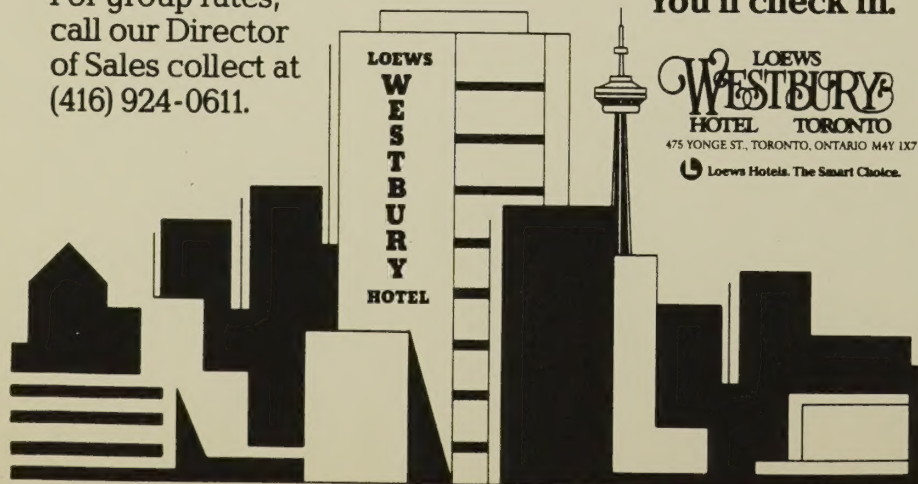
Accommodations: 545 bright, spacious rooms, including 20 suites.

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The Montreal Convention Centre, opened in 1983, is located in the heart of downtown, and incorporates a metro station providing easy access to Montreal's underground city of shops, restaurants and movie theaters.

The glass-enclosed center was designed for meetings with more than 1,200 delegates, and has a total of 150,000 square feet of exhibit space that can accommodate close to 800 10' x 10' booths.

The Exhibition Hall has 102,500 square feet that can be divided into two spaces of 33,000 square feet and 66,000 square feet, respectively, of meeting space. There are 10 loading docks for easy access.

The 42,500-square-foot Congress Hall will accommodate 5,800 people for a conference or 3,800 people at a banquet, and can be divided into two or three sections. The Congress Hall level also has 31 meeting rooms for smaller gatherings. Eleven simultaneous translation booths service the combined spaces.

In the foyer, a sophisticated videotex system displays a schedule of activities and locations. "There are 18 monitors, on which program information is given, located throughout the center," says Josette Guimont, director of communications.

The center is considered "in bond" by Canadian Customs, and all customs formalities can be taken care of on site.

For more information: Montreal Convention Centre, 201 Viger Ave., W., Montreal, Que., Canada H2Z 1X7; (514) 871-8122.

The Quebec Municipal Convention Centre, operated by Hilton, offers a total of 50,000 square feet of exhibit space adjacent to Place Quebec, a modern complex of offices, restaurants and indoor shopping just outside the walls of the old city.

The center consists of 14 meeting rooms on a single level. The Main Hall is 30,000 square feet, and can accommodate 3,400 theater-style, 2,200 schoolroom-style or 268 8'x10'

CANADA'S CONVENTION CENTERS

booths. The space can also be divided into four sections.

The Quebec Room totals 16,000 square feet, and can accommodate 1,400 people theater-style, 900 classroom-style and 1,000 for a banquet. It can be subdivided into two sections. There are also nine smaller rooms that will seat from 10 to 200 people.

For more information: Quebec Municipal Convention Centre, P.O. Box 2022, 900 Dufferin, Quebec City, Quebec, Canada G1K 7M9; (418) 647-6504.

NEW BRUNSWICK

Saint John, New Brunswick is the historic landing point for Canada's loyalists, who spurred its incorporation as the country's first city. The Saint John Trade and Convention Center is part of Market Square, a \$100-million complex that is the focal point of the recently restored harborfront and downtown core. It includes the 200-room Hilton International Saint John and an indoor, multi-level shopping center with 60 stores, a theater and restaurants.

Climate-controlled pedestrian walkways connect the complex with over 450 first-class hotel rooms, City Hall and the Brunswick Square Complex, which houses an additional 80 shops.

The center houses a 16,150-square-foot Great Hall, which can accommodate 1,100 people classroom-style, 1,700 people with a theater setup and 1,340 for banquets. For larger groups it can be combined with the 2,550-square-foot Spencer Meeting Room. For smaller groups, the hall can be subdivided into two spaces of 4,900 square feet and 11,250 square feet, respectively.

In addition, the Montague Room can accommodate 190 people classroom-style, 310 with a theater set-up and 225 for banquets. The Montague Room can also be divided into three spaces, suitable for groups of less than 100 people.

A complete range of state-of-the-art audiovisual equipment is available in-house, as are translation facilities and equipment and an advanced sound system.

For more information: Saint John

ADVERTISING SUPPLEMENT

Trade and Convention Center, Hilton International Saint John, One Market Square, Saint John, N.B., Canada E2L 4Z6; (506) 693-8484.

NOVA SCOTIA

The waterfront of Halifax, Nova Scotia, has been transformed into a mixed-use area which is the center of the professional, financial, educational and cultural life of Canada's Atlantic region. Its World Trade and Convention Centre is the largest on Canada's Atlantic coast, and a landmark in the heart of the city.

Recently, the successful staging of the biennial NATO Council meeting established Halifax and the World Trade and Convention Centre as an ideal location for high-profile international gatherings. The meeting utilized the full range of the center's facilities,

Canada is eager to do business with the United States, and one U.S. target market is the meetings and conventions industry.

which were transformed into a media center complete with two fully-equipped television studios, two radio stations, editing and broadcasting areas and individual work areas for 200 journalists.

The center boasts North America's most advanced computerized information and reservation system. The Check In computer service can produce delegate mailing lists on labels, badges, accounting and billing records, as well as a schedule of events and relevant information accessible by a toll-free number.

The WTCC is made up of three convention floors topped by five floors of office space for businesses related to international trade, a club and a restaurant with a panoramic view of Halifax and its historic harbor.

The Cornwallis Room on the first level is suitable for registration and reception for 2,500 people. The space is flexible and attractive and has teleconferencing facilities.

The Port Royal Room on the second level includes 20,000 square feet that can accommodate banquets for 1,700 people and up to 2,400 people for receptions. Five additional suites on the same level can accommodate from 10 to 400.

The Boardroom is a self-contained executive suite suitable for small meetings or board of directors meetings. There is also a full-service kitchen located on this level for functions ranging from cocktail receptions to full-service banquets.

The Halifax Metro Centre, a versatile exhibition, sports and entertainment facility that provides additional flexibility is integrated into the WTCC. It provides over 100,000 square feet of exhibit and meeting space, and a stunning glassed-in promenade that contains ticket offices and flexible spaces for small events or special exhibits.

The six Highland Suites on the third level of the Metro Centre combine to create an 8,500-square-foot space that can accommodate up to 700 people. On the same level, the Highland Lounge is a sophisticated reception area for parties of up to 250 people.

For more information: World Trade and Convention Centre, P.O. Box 955, 1800 Argyle Street, Halifax, Nova Scotia, Canada B3J 2V9; (902) 423-6433.

NEWFOUNDLAND

St. John's, Newfoundland, is the provincial capital and the home of Cabot Place, a \$50-million complex that includes the 300-room Holiday Inn Crowne Plaza, an office tower and the soon-to-be-completed St. John's Convention Centre.

The 25,000-square-foot center will be able to accommodate meetings of up to 1,000 people in its largest room. Smaller meeting rooms will be equipped with built in audiovisual equipment.

For more information: St. John's Convention Bureau, P.O. Box 1567 (City Hall), St. John's, Newfoundland, Canada A1C 5P3; (709) 722-7080.

PRINCE EDWARD ISLAND

Charlottetown has a new \$28-million complex, managed by CP Hotels, that combines a convention center and a 200-room luxury hotel located in the downtown waterfront area.

The center's 12,285-square-foot ballroom can accommodate 1,500 people and can be divided into three smaller spaces. Eleven additional meeting rooms have capacities ranging from 40 to 200 each.

For more information: CP Prince Edward Convention Center, 18 Queen St., Charlottetown, Prince Edward Island, Canada C1A 8B9; (902) 566-2222.

Prepared by Barbara Koeth

EDITED BY CHRISTINE LEVITE

MAKING WAY FOR THE DISABLED

BY MARGARET McCaffrey

Not too long ago, being physically disabled meant being left out. In the past few years, however, the visually and hearing impaired, as well as the wheelchair-bound, have been strenuously trying to wake the rest of us up to their rights and needs. The result: more and more handicapped entering the mainstream and enjoying access to public places, holding jobs, even competing in sports . . . and coming to meetings and conventions.

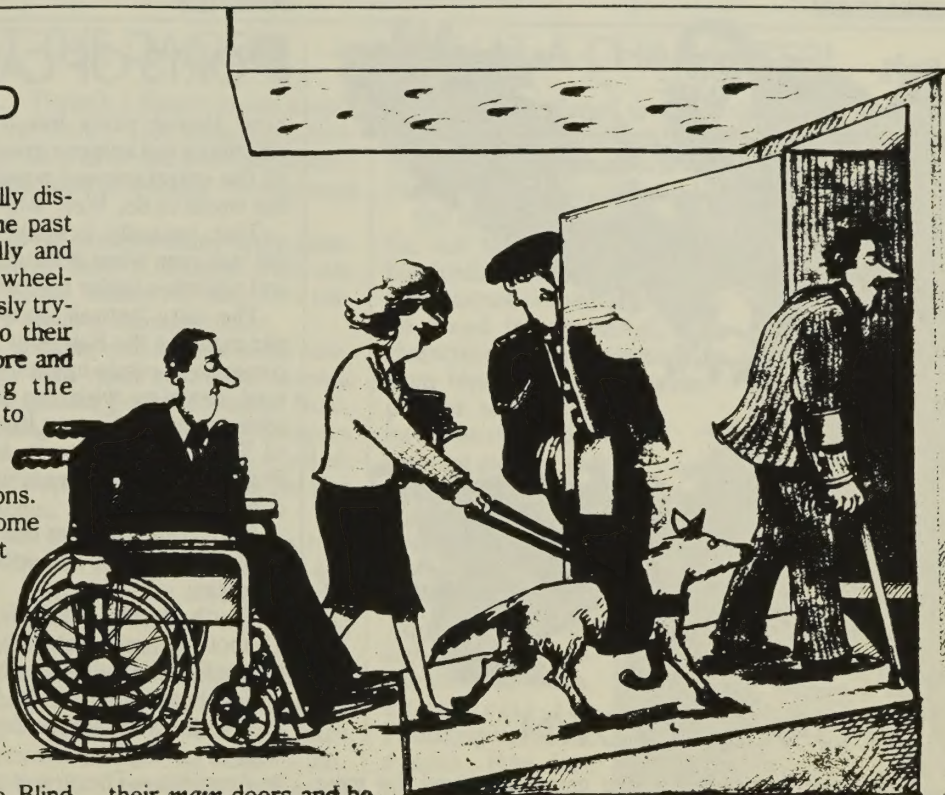
Should a handicapped person come to one of your functions, don't let it throw you. It usually only takes a few preparatory steps to make him or her feel welcome and comfortable.

Florence Pressman of Pressman and Baum, a New York-based management firm that has run conventions for both the New Jersey Commission for the Blind and the American Association for the Deaf and Blind, stresses, "It's not a serious problem. Meeting planners shouldn't feel overwhelmed just because they haven't dealt with it before. It's just a matter of being conscious of such attendees' special needs."

According to the most recent government statistics, as much as three percent of the population between 18 and 64 uses health aids—wheelchairs, canes, crutches, etc.—to get around, and thus requires facilities for the disabled at meeting and vacation sites. Pressman urges planners to check exactly what those facilities are before booking a group event. "Hotel claims about provisions for the handicapped often mean nothing more than a ramp going up to the front door. And that's not enough," she says.

Pressman's experience has made it clear that it is also necessary for a property to have a wheelchair-accessible elevator to all meeting rooms and public areas. "What," she asks, "do you do if all they have is a ramp up to the first floor from the lobby? What if an exhibit area is down a flight of stairs?"

In addition, it's essential that bathrooms are wheelchair-accessible. This means that wheelchairs can fit through



their main doors and be accommodated in at least one of their stalls. That stall must have railings around the toilet, and the bathroom must have a lowered sink.

The property also should have at least one public phone easily accessible from a sitting position—and convenient for people who are shorter than average.

Should the agenda require attendance at different hotels or venues in the course of the meetings, make arrangements to have handicapped participants picked up by vehicles equipped with lifts for wheelchairs. Failing that, hire two strong people who can lift your disabled attendees in and out of a van or bus.

Because someone with a seeing eye dog may come to your functions, Pressman advises checking with the hotel to make sure it permits such animals in its guest rooms and to find out where the dog could be walked. The latter information should be given to the attendee at check-in time.

Pressman also suggests that visually impaired persons be offered orientation sessions to help them find their way around. This could include a review of the meeting program—perhaps recorded on a cassette tape—and either a walk-through or verbal description of pertinent areas of the hotel.

If there will be hearing-impaired attendees, organizing a "buddy system" is very important. Each handicapped person should be assigned to a hearing member of the group, and each pair should be accommodated in bedrooms close together. The hearing partners should be given keys to the deaf partners' rooms. Because deaf people may not hear an alarm or commotion, their "buddies" must be responsible for arousing them in case of an emergency.

Do check with your disabled attendees whether they would like special seating arrangements at meals and meetings.

And, above all, avoid even the appearance of discrimination. Do not ask participants to include information about their disabilities and special requirements on your registration form. Instead, Pressman counsels, "Just include in your earliest communications information about the property's facilities for the handicapped."

Finally, since she has found the disabled to be "a pretty independent group," Pressman advises, "It's important to offer help, but don't push it."

Margaret McCaffrey is a contributing editor who writes for M&C on a variety of topics.

RECREATION



NEW GAME IN TOWN

Time was when a company's "big game" involved the gang from accounting getting together after work for some friendly softball. Well, times have changed. While the office crowd may still chase fly balls in city parks, corporate executives dressed in fatigues and armed with airguns are into a new kind of competition: the National Survival Game.

This ominous-sounding activity is both serious and fun. It's played outdoors with two teams, two bases, two flags and a variety of obstacle courses laid out on a 40-acre playing area. The main objective is to capture the opposing team's flag and bring it back with as few casualties as possible; that is, without team players being "shot" with paint pellets by the enemy.

According to those who run the event, the National Survival Game develops talents and skills that are quite useful in business. Participants learn teamwork through winning—or losing—the game, since goals are established, strategies designed and relationships cemented in the competition. Jerry Braun, president of the NSG organization of New York (one of 160 such operations in the U.S.) says of the game's benefit: "Workers who know their strengths and limitations can complement each other's abilities."

Participants are also encouraged to have a little fun—calling the other guy a "slime puppy" and "shooting" a section manager out of a tree are considered fair play.

This grown-up version of capture the flag can be played day or night and lasts about 90 minutes. Planners also can arrange for a full day's activity, which includes at least three games played with teams of 20-100 people.

To learn more about this new "wargames" competition, which has been tried by such clients as IBM, AT&T and Reader's Digest, contact the survival operation headquarters at (914) 241-0020 and read the Official Survival Game Manual, written by Lionel Atwill, one of the founders.

May the best team win! ☐ **STELLA JOHNSON**

PARTIES

PORTS OF CALL

Your theme party has a big budget, a large number of attendees and an even greater number of theme options. With all the entertainment possibilities, you're wondering what in the world to do. Well, why not present three parties in one?

That, basically, is what Safeco Land Title Company, Dallas, did last year when it incorporated several geographic themes and activities under the banner "SS Safeco Cruise Party."

The party "set sail" on two consecutive nights (2,000 people per night) at the Fairmont Hotel in Dallas, where Safeco welcomed real estate agents, attorneys and others who have annual dealings with the firm. Safeco's vice president of administration, Sharon Burns, worked with the Dallas branch of The Theme Factory, a special events producer based in Philadelphia, to stage a lavish party, intended as a thank-you to corporate clients.

Not settling for just one theme, Safeco transported guests to three ports of call within the hotel's 20,000-square-foot ballroom:

► **South Pacific**—Hawaii and Tahiti were suggested by a 12-foot-high rock waterfall, lush tropical vegetation, four nine-foot-tall Tiki heads and a tropical grass-hut bar.

► **Southern California**—A West Coast harbor town was recreated with a wharfside buffet and a three-dimensional lighthouse with revolving beacon.

► **Acapulco**—There was a South-of-the-Border ambiance to the Mexican "port," created by a 3-D hacienda building, yucca and cactus plants and a Mexican buffet pushcart.

Shipboard decor helped tie the different venues together. Escalators leading up to the ballroom were covered with canopies in the fashion of a cruise ship entranceway. En route to the ballroom, guests also passed through a port-holed area where they could view live fish through the glass.

The ballroom itself was decorated with life preservers, five feet in diameter and carrying the Safeco logo. Smaller, inflatable preservers had been mailed out to guests as personal invitations.

Party activities also followed the shipboard theme. There was shuffleboard, a small casino and even skeet shooting—albeit the arcade version, using electronic rifles.

Meanwhile, "shipboard" entertainment spotlighted the Fifth Dimension, the popular vocal group. Singing against the backdrop of an illuminated ship and miniature hot air balloons that recalled their hit "Up, Up and Away," they performed over an hour's worth of their tunes from the 1960s.

The party was a huge success, according to Safeco's Burns, who had considered a whole range of grand events (including circuses) before choosing the cruise theme. The Theme Factory's managing partner, Roy Snyder, says that the evening was a hit because it incorporated more than one mood.

"The Ports of Call helped convey a feeling of cruising to various locations," he says. "The evening was a total sensory experience in its sights, sounds, smells and tastes. It also proved to be a dressy event with a casual ambiance."

On board the Safeco that evening, party guests could stroll from port to port, sampling the oceanside pleasures of several of the world's most inviting spots, while all the time remaining in safe harbor—a hotel ballroom deep in the heart of Texas.

☐ **TODD ENGLANDER**

FOOD & DRINK

PLEASE DO EAT THE DAISIES

Should an attendee exclaim, "There's a flower in my soup!" there's no need to summon the waiter. That nasturtium blossom floating in the iced melon soup didn't fall from the centerpiece. The chef put it there, and, believe it or not, it's supposed to be eaten.

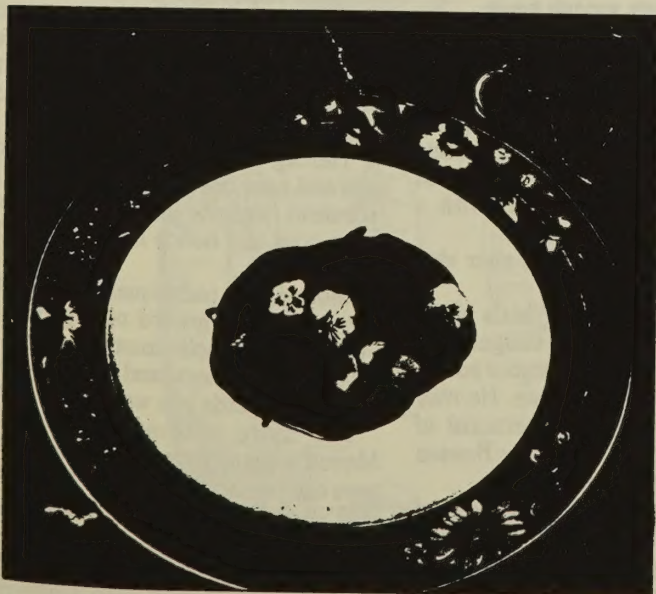
The art of floral cookery is in full bloom at many of the country's toniest restaurants, where today's talented chefs are using fresh blossoms to give soups, salads and entrees a surprising range of flavor—and a touch of dramatic color.

Trendy as the idea sounds, cooking with flowers is not new. The Romans sprinkled salads with violet petals and colonial Americans learned about floral cooking from the Indians. Now, thanks both to improved shipping and refrigeration techniques and the increased desire of chefs to add unusual tastes and effects to their food, such dishes as pasta and marigolds and lilac blossom fritters appear on menus.

At L'Espalier in Boston, chef de cuisine Jesse James employs more than 50 different varieties of flowers to garnish salads and raw and smoked fish. A favorite dish at Jean-Louis in Washington, D.C., is squash blossoms stuffed with lobster truffle mousse and poached in fish consommé.

Bruce Naftaly of Seattle's Le Gourmand garnishes his sorbets with fresh sage flowers and rose geraniums and serves a rose petal and honey chutney as an accompaniment to spicy dishes. Frank McClellan, executive chef at The Country Inn, Princeton, Mass., kneads nasturtium petals into his pasta dough and serves the finished product with scallops and shiitake mushrooms. Janet Hedstrom, chef at The Other Place in Seattle, uses mild mustard and shepherd's purse flowers from a local farm to garnish most cold items.

If you like a flower's smell, experts say, chances are you'll enjoy its taste, since the two tend to be similar. And the health-conscious will be happy to learn that fresh flowers are rich in vitamins. Rose, violet and nasturtium petals, for example, are loaded with Vitamin C, while dandelions are high in iron. ☐ **JULIA MARTIN**



MEETINGS

WHAT A CHARACTER!

As Ben Franklin rises to speak, the crowd hushes, awaiting a stream of witticisms, aphorisms and parables. A gathering of the Continental Congress? No, a 1986 meeting of the Point-of-Purchase Advertising Institute in New York.

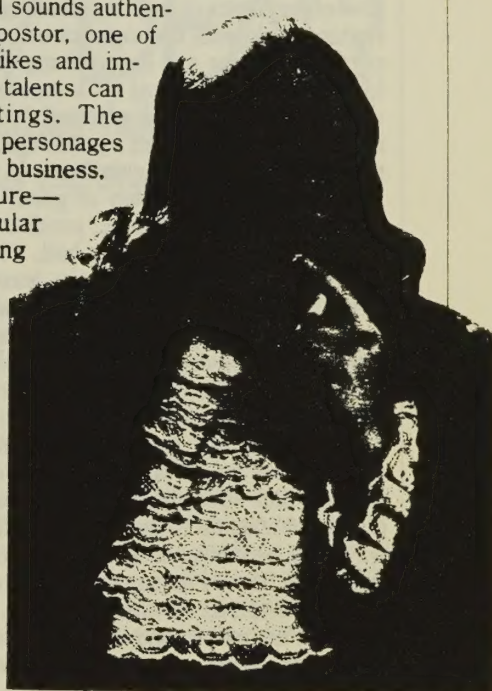
Old Ben looks and sounds authentic, but he's an impostor, one of hundreds of look-alikes and impersonators whose talents can be hired for meetings. The characters—famous personages from history, show business, politics and literature—have become popular meeting guests, adding extra zing to opening sessions, banquets, theme parties and trade shows.

Ben Franklins are among the most requested all-stars, especially for Philadelphia-based events. One Ben impersonator, Ralph Archbold, gets \$1,000 for in-town appearances and \$3,000 when preaching to healthy, wealthy and wise groups on the road. Bill McClinn, a.k.a. Mark Twain, works often in Washington and is adept at adapting the humorist's words to the theme of a meeting.

Capital Speakers Incorporated, a Washington, D.C., speakers bureau, includes these two personalities, and a number of fictitious characters as well, in its talent pool. The latter include Dr. Nikki Nyetski, a Soviet official; Sheikh Salaam, a bur-noosed Saudi oil chief; a Southern prison warden and Mister X, defined as "whoever you want him to be." A character guest creates his presentation by combining his alter ego's style with information, provided by planners, about the meeting's objectives, industry issues—even the quirks of the group's VIPs. According to Phyllis Corbitt, president of Capital Speakers, each character costs about \$3,000 per engagement.

Entertainment Coordinators Inc., headquartered in New York, offers impersonators who can mimic Laurel and Hardy, Groucho Marx and Dolly Parton, among others. Lenz Talent Agency, Las Vegas, supplies a number of look-alikes from the Imperial Palace's "Legends in Concert" show. Elvis Presley, Marilyn Monroe, Burt Reynolds, Archie Bunker, Dennis Weaver, Hank Williams and John Wayne are included in its constellation of stars.

The Duke is the most oft-requested, according to Lenz President Richard Weber, who says that the Wayne repertoire includes some serious swaggering and story telling. All of the actors can adapt a meeting's message to the characters they play. ☐ **TODD ENGLANDER**



MANAGING UPWARDS

BY CARL DESENS

One of the basics of meeting planning has nothing to do with the logistics of transporting, housing and entertaining. This fundamental, as critical to a meeting's success as handling the practical details, is **knowing how to foster a good relationship between you and your boss.**

When this relationship is good, the workplace can be efficient, productive, even pleasurable. When it's bad, a host of problems can arise, not the least of which is having to worry about being fired. In fact, only about 10 percent of business firings are due to technical incompetence. The other 90 percent are attributable to personality conflicts.

Until recently, the most prevalent management model in the U.S. was that of boss and subordinate. But unquestioning obedience to authority is not always the best way to get things done. When the boss is incompetent, the employee is often faced with a dilemma. He can shut his mouth and develop ulcers, or he can speak up and risk his boss' displeasure.

All that is changing. The model of downward management is being supplanted by a new credo of managing upward—learning how to manage your boss, if you will.

Chief acolyte of the upward-management movement is Dr. Bob Mezoff, a former business school professor turned consultant who presents seminars on how people can improve the way they interact with their bosses. Mezoff stresses that managing your boss does *not* mean bossing your manager. His seminars constitute a kind of sensitivity training wherein any employee can become more aware of how he can work better *with* (not just for) his boss, to the greater benefit of both.

SOME TIPS

There are any number of tricks of the trade involved in learning to manage your boss. All are directed toward increasing your self-awareness and making you a truly good listener. While any one of these tips may seem basic, putting them into practice requires skill and thought.

Suppose, for instance, you have a ma-

jor disagreement with your boss. How do you handle it? Here are some guidelines:

- ▶ Be as concrete and specific as possible when you raise an issue.
- ▶ Use "I" statements, not judgmental language.
- ▶ Don't let the conflict get out of hand.
- ▶ Deal with the problem one step at a time.
- ▶ Be objective: don't personalize the conflict.
- ▶ Concentrate on accomplishing an organizational goal, not one of your own.
- ▶ Don't withdraw. An unresolved conflict can only fester.

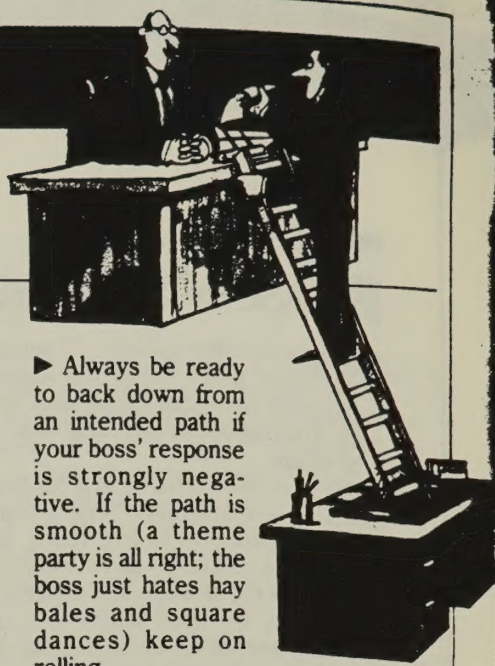
You may be frustrated because you work hard to plan a meeting that your boss "re-plans" on-site, by straying from the agenda, not keeping on schedule, etc. It's important to vent your frustration in a way that will possibly bring about change; in other words, resist sulking, complaining or exploding. Instead, say something like this: "We're wasting time and money every time we make an impromptu change. We didn't eat that buffet lunch, yet we paid for it. Can't we improve our meetings methodology?"

By broaching the problem in a reasonable way, you may learn that your boss himself is aware of *the* (not his) problem, but doesn't know how to improve the situation. By working together and listening to each other, improvement is possible—even likely.

YOUR IDEAS AND YOUR EGO

We all have a tendency to become ego-identified with our ideas. This, suggests Mezoff, is not good. You may have it in your head that a Wild West theme party is an unbeatable idea for your upcoming sales meeting, only to have your boss shoot your brainstorm down with a brusque remark.

- ▶ Don't take this rejection of your idea as a personal rejection.
- ▶ Objectify the situation. What's really going on here? He may have budget worries, and you may have suggested something that looks too expensive. He may be upset about something personal of which you have no knowledge. Bosses are human, too, after all.
- ▶ Learn from the rejection. Focus on the positive and take this opportunity to get your boss' signals straight.
- ▶ Be solution-oriented, not problem-oriented.



ANDY MYER

- ▶ Always be ready to back down from an intended path if your boss' response is strongly negative. If the path is smooth (a theme party is all right; the boss just hates hay bales and square dances) keep on rolling.

PSYCHOLOGICAL BARRIERS

There are a number of psychological barriers to managing your boss. Think about them. Understand them. Turn them around and use them.

- ▶ Self-righteousness. You may think, "I shouldn't have to do this!" Acknowledge the task and take responsibility for getting it done. Grin and bear it. Be a leader if you have to.
- ▶ Blaming. Don't blame your boss for the state of your relationship. Accept 100 percent responsibility for changing it. Don't wait for him/her to manage the relationship.
- ▶ Powerlessness. Don't say, "I can't do it." Develop a positive mental attitude and get rid of negative feelings.
- ▶ Awkwardness. Does it feel funny to think about managing your boss? Of course it does! Everything new feels strange at first. Do it anyway.
- ▶ "The Impossible Dream." Don't wait for the ideal opportunity for taking control to present itself. It won't. Do it *now*. Psychologists say that unless you act on an intention within a day of its conception, you may put it off forever.
- ▶ Heroes and villains. Don't cast yourself and your boss in a good guy/bad guy scenario. Imagine changing places with your boss and notice how your perceptions change.

Most of the techniques advocated by the pundits of upward management involve using simple common sense and plain good manners, and these shouldn't go by the boards in a work relationship.

For more information about Dr. Mezoff's management seminars, planners can contact him at ODT Associates, P.O. Box 134, Amherst, Mass. 01004; (413) 549-1293. ■

Carl Desens, a contributing editor for M&C, writes on a variety of topics.

HOTEL ROOM TAXES IS THE INDUSTRY GETTING A RAW DEAL?

The hospitality industry cries foul as cities and states hike room taxes, then divert the revenues from visitor-related expenditures.

BY SUSAN CRYSTAL

Cities and states—hurt by cutbacks in federal aid under the Reagan Administration—are relying more and more on the visitor industry to bail them out through hikes in hotel occupancy taxes.

Not only are officials raising existing taxes, but they are imposing new ones in an effort to pad their coffers, complain industry leaders. Furthermore, governments are funneling increasingly bigger shares of these revenues into "general funds," rather than earmarking the mon-

ey for tourism/convention-related expenditures as was originally intended.

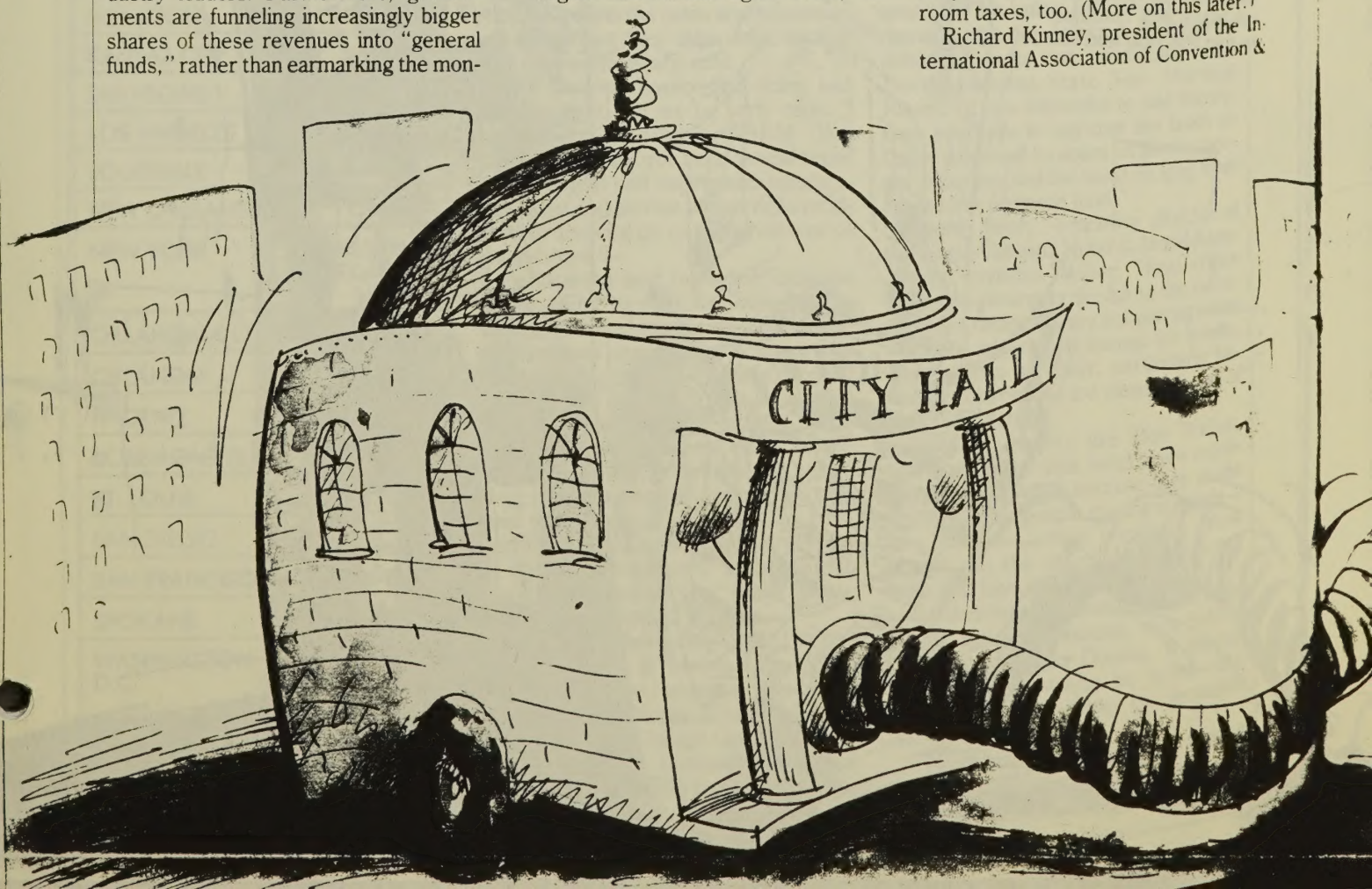
"Governments are looking at our industry today as they've never looked at it before," says Don Walter, executive director of the National Association of Exposition Managers (NAEM). "They're looking at us as a source of revenue; we have been discovered."

Higher taxes mean higher costs, and

for a growing number of meeting planners, this is affecting business.

At least one planner says he's seen conventions cut back the number of meeting days on site to control costs. Another says he is experiencing a drop in attendance as a direct result of cities imposing new and/or higher taxes, and a third says she now bases site selection not just on air fares and hotel rates but on room taxes, too. (More on this later.)

Richard Kinney, president of the International Association of Convention &



Visitor Bureaus, says room taxes haven't yet reached a "worrisome level." While this may be true, there's no doubt that their slow-but-steady rise is, in Walter's words, "ultimately going to change how we do business."

The American Hotel & Motel Association reports that nearly every state today has some form of room tax. In some cities, the tax has reached 14 or 15 percent, with many major convention destinations, according to George Kirkland, chairman of the IACVB board, "clustered around nine and 11 percent."

As tax hikes can go, the average room tax nationwide hasn't really risen all that dramatically in recent years. According to the IACVB's 1985 Bureau Funding Survey, the average tax rose a mere fraction, from 4.87 percent in 1983 to 5.15 percent in 1985.

However, the overall average tax—including sales tax—that the guest must pay on a room rose nearly a full percentage point in that same two-year period. It was up to 8.71 in '85, the survey says.

More important, industry sources say hotel taxes will continue to rise this year and be-

yond. Last year alone, the IACVB reports, at least 14 cities with member bureaus experienced tax hikes.

"This is a situation that's only going to get worse," says Sheldon London, legal counsel to the NAEM. "With the federal deficit being what it is, localities are going to be getting less money; consequently, there is going to be a hard search for alternative sources of revenue, and the bed tax is going to be a prime target."

But what irks the industry more than anything else, says Elizabeth Goulding, trade fair manager for the National Association of College Stores, is that local officials are using the hotel tax revenues more and more to "slush up their general funds." Although it is true that, in many cases, a portion of bed-tax revenue is funneled back into convention bureaus,

the industry fears that this portion is growing smaller every day.

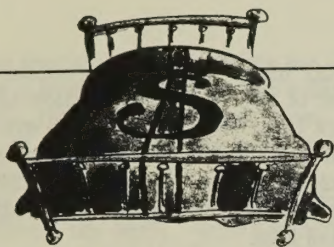
Consider the following examples:

► New York City in June okayed a five-percent hotel tax to be applied to the Big Apple's \$110-million deficit. Not a penny of the anticipated revenues—projected at \$65 million for the 1986-87 fiscal year—is earmarked to benefit the convention and tourism industries.

► Hawaii state legislators this summer signed into law a five-percent room tax. The money goes to the state's general fund. The islands' hotel lobby originally supported a two-percent tax and assignment of the funds to building a convention center. No such luck.

► Columbus, Ohio, raised its hotel tax a year ago from four to six percent to finance an Emergency Assistance Fund, a program that does nothing to bring visit-





TOTAL ROOM TAXES IN 25 MAJOR U.S. CONVENTION CITIES*

ANAHEIM	8%
ATLANTA	8%
ATLANTIC CITY	12%
CHICAGO	10.1%
COLUMBUS	11.5%
DALLAS	9%
DENVER	11.7%
DETROIT	11%
GRAND RAPIDS	7%
HOUSTON	11%
KANSAS CITY	9.725%
LAS VEGAS	7%
LOS ANGELES	11%
LOUISVILLE	9.2%
NEW ORLEANS	11%
NEW YORK	13.25% + \$2 per night
OKLAHOMA CITY	7.25%
ORLANDO	8%
PHOENIX	7.4%
ROSEMONT (IL)	11%
ST. LOUIS	9.625%
SAN DIEGO	7%
SAN FRANCISCO	9.8%
SPOKANE	7.8%
WASHINGTON, D.C.	10% + \$1 per night

*Tax information confirmed by the convention and visitors bureaus of each city in August 1986.

ors into town. Even an aide to City Councilman John Maloney, who introduced the two-percent tax hike proposal, admitted: "Convention people are probably the last ones who would benefit from the Emergency Assistance Fund."

Furthermore, the Greater Columbus Convention and Visitors Bureau, which had been praying for a bigger slice of the new six-percent pie, had to fight just to hold on to its established 40-percent share. The city council had wanted to cut the percentage to 25.

THE BUCK STOPS WHERE?

IACVB's 1984 Trends Survey, the latest available, indicates that more than 30 percent of participating bureaus reported organized efforts in their cities to divert room tax funds from bureau operations/control. Ultimately, of course, all this can have the effect of lessening the services that bureaus provide planners and their groups.

Industry leaders say they are not against hotel taxes *per se*; they are even willing to accept increased taxes to a point, so long as the hikes are reasonable and fair. What they take issue with is how the revenues are used.

"We bring commerce into cities, and it's only right that we be fairly taxed," says London, speaking for NAEM. "But to the extent that you have special taxes on the tourist and convention industry, let's make certain that the services rendered by the city go to the advantage of the industry."

Perhaps the best (or worst) example of the trend is what has happened in Chicago, where city officials have steadily decreased the industry's share of a one-percent city hotel levy first imposed back in 1967. According to an article that appeared March 5, 1986, in the *Chicago Tribune*, 70 percent of the hotel tax revenues levied back in the '60s was turned over to the convention bureau; 30 percent went to the city. In 1984, by comparison, the city spent about 78 percent of the total revenues, amounting to some \$4 million that year, while the bureau received just 22 percent.

In a speech last spring to the Greater Chicago Hotel & Motel Association, Donald DePorter, regional vice president of Hyatt Hotels Corp., and the chairman of the Chicago Convention and Tourism Bureau, berated city officials for the way they spent their 78 percent in '84. He accused them of spending the

money on "fluff" items—neighborhood festivals and receptions for dignitaries, e.g.—items unrelated to the tourism/meeting industries. He singled out a \$1,269 expenditure for a reception honoring civil rights leader Jesse Jackson; a \$3,000 pay-out to produce Chicago Transit Authority banners, and \$3,368 that went to stage a reception for then-city development director Ira Bach.

"Tell me, how can those expenditures bring tourists into the city?" said DePorter. "By no means am I advocating the elimination of Chicago's tradition of parties and festivals, but I am asking Mayor (Harold) Washington how many restaurants, parking lots and hotel rooms these parties filled."

Many government officials, of course, disagree with NAEM and others about how hotel tax revenues should be spent. They feel that cities and states: 1) should have the right to spend their taxes as they see fit, and 2) should not be expected to single out one industry for "special treatment."

"Everyone likes to feather his own nest, but it's unfair for one industry to demand that the dollars it produces be dedicated to its own promotion," says North Carolina State Sen. Marshall Rauch. "If you subscribe to that theory, then you have to say that the taxes on cigarettes must be spent on getting people to smoke, and the taxes on food must be used to promote food."

Sharon Perry, executive director of the North Carolina Hotel & Motel Association, explains further: "Real critics think that returning the tax to the industry is like taking money and putting it into a private advertising bureau for hotels. This is seen as unfair, particularly because tax revenues are viewed as part of the public domain."

Industry leaders like Don Walter, however, argue that hotel taxes represent a special case because they single out only those people staying in hotels—i.e., visitors—as the taxpayers. Most people, on the other hand, must pay sales and food taxes.

Furthermore, the industry is not looking for special treatment, says NAEM President Douglas Ducate. It merely wants the chance to be heard—like voting residents—when tax proposals arise in cities.

"Many times, it is taxation without representation since the visitors to a city are rarely equipped to deal with tax is-

sues being considered by local or state governments," Ducate points out.

In fact, industry sources gripe that politicians use the bed tax as frequently as they do because it is a sure-fire way to garner fresh revenues without imposing on—and possibly alienating—the local constituency. Conventioneers and tourists are transients; they make no difference at the polls.

"Cities see tourists as an easy hit," maintains Sheldon London.

NAEM has pinpointed several techniques—London calls them "unpalatable attacks"—that officials use to get hotel-tax revenues into their own coffers. One way is to raise the room tax and give the convention bureau a lower percentage of the revenues—making certain all the while to keep the bureau's current dollars equal.

"They (officials) figure if they don't hurt the bureau's funds, nobody will care what they do," says Walter.

Officials also change allocations out-

right for convention centers and bureaus; raise convention center rentals so they can cut room-tax dollar allocations, and stage media blitzes to convince locals to favor bed-tax hikes to support pet projects.

POINT OF DIMINISHING RETURNS

Many industry sources argue that this kind of tax manipulation may ultimately do more financial harm than good.

"It is counterproductive to increase taxes because meeting planners look at the bottom line when they're booking a city; very often, a percentage tax or a flat tax can make the difference between choosing one city or another," says Steve Trombetti, spokesman for the American Hotel & Motel Association. "For the most part, taxes serve to discourage people from coming to an area."

When it comes down to it, though, it is very difficult to track the effect of hotel taxes on visitor traffic: "We can track cancellations through hotels and bureaus

after a tax hike," says Al Formicola, president of the Hotel Association of New York City. "But it's the guys who don't call us in the first place because they think our taxes are too high that stump us. We have no way of measuring this kind of loss."

Most of those interviewed by *M&C* didn't seem to feel that hotel taxes have yet gotten to a point where they would really have a significant effect on city bookings and cancellations. This probably won't last for long, however, most sources say.

"No one's being driven away at this moment," says Sheldon London. "But I underscore 'at this moment.' If the trend toward higher taxes continues, we will see the effects . . . People are going to start to vote with their feet."

Corporate groups are the most likely to be troubled by hikes in room taxes.

"Corporations pay their whole tab out of pocket," says the IACVB's Kinney. "When you're paying for 300 or 500 rooms for five nights, a double-digit tax rate is going to jump out at you."

One way industry observers predict planners will compensate is by heading for smaller, less expensive cities. What's more, some people already are noticing reductions in the size and length of meetings, which they attribute directly to rising costs—including rising hotel taxes. London, for one, says he's noticed NAEM members shortening their lengths of stay in an effort to cut costs.

And, at a recent Meeting Planners International meeting, MPI President Al Sears was heard bemoaning the effect rising hotel taxes have had on attendance at meetings of the National Fire Protection Association; of which he is director of membership services.

"I'm very concerned at this point," said Sears, "because my attendance is dropping because of the rates in some states, counties and cities that are looking for the hotel industry to bail them out with new taxes."

All this, of course, is bound to affect a host city's bottom line. Yet, while hotel lobbyists in particular often try to warn legislators about the potentially harmful effects of tax hikes, the politicians "don't really listen," according to Al Formicola.

New York itself is a prime example. Mayor Ed Koch believes the five-percent bed tax he just approved will bring in \$65 million in the next fiscal year. But Formicola, who lobbied

FAMOUS

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For information, please call the Austrian National Tourist Office New York at (212) 944-6880 or write to the Vienna Convention Bureau, A-1095 Vienna, Austria, telex 134653 fviw a.

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against the tax proposal, claims the city probably won't get all of the \$65 million, because the tax is bound to scare off some of the visitors who bring in the revenues.

"The hotel guest is now paying a total 14 percent tax here," says Formicola, who explained that the five-percent bed tax is being tacked onto bills along with an 8.25 percent state sales tax and a \$2 flat bed tax on bills over \$40. "This now gives us one of the highest room taxes of any major U.S. city; it's regressive, it's absolutely insane.

"I told the mayor, 'You've just handed our meetings and conventions business over to other U.S. cities.'"

Sources say cities also hurt themselves financially when they divert taxes from convention bureau operations. In doing this, it is argued, cities weaken the promotional arm devoted to luring the very business the cities seek to bring in more hotel tax revenues.

"Governments seem to think meet-

ings and conventions just happen, that they don't have to be sold like any other product," says North Carolina's Sharon Perry.

What's more, when cities refuse to write into law a certain percentage of revenues to go specifically to a bureau, they are crippling the bureau's operation in every way, says Gerald Roper, executive vice president/managing director for the Chicago Convention & Tourism Bureau.

"I can't create a budget from one year to the next," Roper complains, "because I never know what money I'm going to get. I can't even develop next year's direct-mail campaign."

PUBLIC IGNORANCE

Industry sources say problems such as these often arise because those in positions of political power simply don't know enough about the convention industry to provide for it. Nor do they fully appreciate the potential impact such

business can have on a city's bottom line.

"Unless the mayors and city councilmen have businesses that are affected by the convention industry, they pay very little attention to it," says the National Association of College Stores' Elizabeth Goulding. "They have to be educated about our industry."

Don Walter agrees, maintaining that it should be up to the convention and trade show industry to do the educating. "I don't know," he says, "that we've done such a great job in educating the public in the past."

At least one segment of the industry—the convention and visitors bureau sector—has begun. According to the 1984 IACVB Trends Survey, bureaus in cities where officials were attempting to divert funds were counteracting this kind of activity by educating the legislative bodies responsible for appropriations. They also have been attempting to increase their own visibility in their communities.

Trade show managers and meeting planners ought not to depend on CVBs to do all the legwork for them, however, says the IACVB's Kinney. After all, he says, bureaus "have to live with their cities. Often, the hotel taxes already in existence are being used to support a good portion or all of bureau operations."

Because of this, bureaus can't be expected to go up hard against "the elected officials who may very well be signing their paychecks," says Sheldon London.

Planners, then, must learn to "sell" the industry themselves by letting people know how good the convention industry can be for their bottom lines. The best way to do this, says Walter, is to "flash IACVB statistics . . ."

Like the fact that, according to IACVB's 1985 Convention Income Survey, each convention/trade show attendee that year generated an average income of \$660.57 to the host community, based on an average stay of about four days . . . Like the fact that associations spent an average of \$104,527.20 per convention/trade show in the 83 cities covered in the survey . . . Or, like the fact that exhibiting companies at trade shows spent an average of \$1,638,565 or \$183.84 per attendee that year.

EARLY ALERT

In an effort to create a unified front in
continued on page 229

Germany

Your future conventions
and incentive site.

This Convention Planner's Guide contains all the information you'll need for your next convention or incentive tour: locations, hotels, planning and organization in Germany. Compiled by the German Convention Bureau.

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from _____ to _____ with _____ participants.

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Company/Association _____

City _____

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Circle #31 on Reader Service Card

continued from page 70

both educating and monitoring cities nationwide, NAEM last year established a grassroots communications network called Early Alert. The system recruits local NAEM chapters, trade show managers and planners to monitor local governing bodies and the media for reports of potentially hurtful tax legislation.

Anyone with news is charged with the responsibility of contacting NAEM headquarters; NAEM, in turn, puts in motion a lobbying effort to prevent passage of the damaging bill.

Early Alert has already been effective in more than one instance. Its first test came last summer, when the Cincinnati City Council withdrew a proposal for a 1.5-percent increase in the city's hotel tax—a hike whose revenues would not have been dedicated to the visitor industry.

"We did not take issue with the tax itself," says Janet Wright, president of The Wright Organization, an independent planning firm in Illinois. Wright is also chairwoman of NAEM's Industry & Government Affairs Committee. "What mattered," she says, "was how the tax was going to be used."

Upon hearing about the proposed tax, Don Walter wrote a letter to the City Council, saying: "We urge Cincinnati to explore all the options—including the ramifications of your city's competitive position in the exposition industry—before burdening the convention attendees with yet another tax on those coming to the NAEM members' events."

The key to the success of this letter was its emphasis on the city's bottom line—the implied threat that the tax might hurt Cincinnati's future marketability.

Ultimately, the City Council decided not to levy the tax. What's more, it decided that, in the event that it should levy such a tax in the future, it will earmark the revenues for the operation and maintenance of the city's convention center.

"Cincinnati was a real accomplishment," says Walter. "It shows what one call or letter can do. This is only the tip of the iceberg. We can't fight every single battle, but we're willing to give it a try."

Constant monitoring of local legislative bodies is key to the success of an Early Alert campaign, says Walter. Sometimes, legislators will attempt to slip a tax proposal through quickly, to

avoid dealing with a lobby backlash.

"Tracking legislation can be tough," says New York's Al Formicola. "The New York five-percent tax was rammed through at the very last minute. It was impossible for us to stop it."

Then, too, there's no guarantee that a proposal turned down in one legislative session won't be resurrected the next as cities continue their search for revenue. "You're never really out of the woods," says Sharon Perry.

Walter stresses, however, that a campaign's ultimate success rides on the combined lobbying of both NAEM and

"It can be pretty embarrassing to have your attendees show up and discover they're going to have to pay a lot more for their room than they were told."

local entities. "We (NAEM) can help," says Walter, "but when push comes to shove, it's really got to be done on the local level."

With this in mind, NAEM in June released to members and local chapters an Early Alert Kit, which outlines how to mount an effective local lobbying campaign.

It is hoped that the kit will help to unify lobbying efforts on the local level. Until now, lobbying has been a largely fragmented affair, with hotels looking out for their own interests, and bureaus, convention centers and suppliers doing the same. This has only served to weaken lobbying efforts.

At presstime, according to Wright, NAEM was planning to present the kit—and the Early Alert concept—to the Convention Liaison Council in Washington. It's a move designed to galvanize the entire convention and trade show industry on this issue.

THE PLANNER'S RESPONSIBILITY

Through all this, NAEM hopes to educate not only legislators but trade show

managers and planners as well.

"All too often," says Gary Huffaker, executive manager of the Pacific Automotive Show in Sherman Oaks, Calif., "show managers don't look at a tax situation before going into a show; problems always seem to rear their head *after* the fact. People have to learn to go into a city with their eyes wide open."

"Cities aren't obligated to tell you about a bad tax situation, and we're not asking the right questions," says Don Walter. "If you don't ask, you won't know. You can get into very interesting situations when there's silence on both sides. The fact that you didn't ask up front won't stand up as an excuse later on."

Not only should planners ask about taxes during contract negotiations, but they should continue to monitor the situation right up to the date of the meeting. Tax levels after all, cannot be guaranteed; if a planner books four and five years out, there's the possibility that the tax will go up in the interim. Both the planner and attendees could be in for an unpleasant surprise.

"Significant changes in a city's room tax can foul up an entire budget," says Janet Wright. "It can also be pretty embarrassing," she says, "to have your attendees show up and discover they're going to have to pay a lot more for their room than they were told."

As heightened awareness about the room tax situation grows, however, increasing numbers of planners *are* taking the time to find out about the tax structures in prospective destinations.

Kathleen Rossell, director of meeting services of the Emergency Nurses Association, is a perfect example.

"My attendees are nurses," she says. "Their budgets are limited, and it is my responsibility to keep their costs down. Hotel taxes are an important element in my site selection."

In fact, two years ago she selected Honolulu over San Francisco for this year's annual meeting partly because San Francisco's hotel tax (9.75%) was significantly higher than Honolulu's (then, 4%).

"I did a cost-comparison of the two cities, combining hotel and airfare," Rossell says. "Even with air fare higher going to Honolulu, the lower hotel rates there—plus the fact that the room tax was much less—made it a more desirable destination for us." ■

Expiration of Term of Office of Three Members
of the HECFI Board of Directors



Hamilton
Entertainment
and Convention
Facilities Inc.

FROM Brian K. Conacher, Managing Director/CEO DATE November 10, 1986

☐ FOR INFORMATION

TO: **BOARD OF DIRECTORS**

☒ FOR ACTION

SUBJECT: **EXPIRATION OF TERM OF OFFICE OF THREE (3)
MEMBERS OF HECFI BOARD OF DIRECTORS**

RECOMMENDATION:

That the Corporation of the City of Hamilton be advised immediately to proceed to appoint three (3) Directors to the HECFI Board of Directors to replace the three (3) Directorships which will expire as of December 31, 1986.

BACKGROUND:

- As of December 31, 1986 the term of office of three (3) members of the HECFI Board of Directors will expire: Mrs. Judy Gowland, Dr. Chris Bart, Mr. Terry Yates.
- Three (3) Directors (not members of City Council) need to be appointed for three (3) year terms commencing January 1, 1987.
- The City Clerk indicates that it is being recommended to change the City's By-Law so that all Board appointments run from January 1st to December 31st.

Respectfully submitted,

Brian K. Conacher
Managing Director/CEO

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Directors' and Officers' Liability Policy



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMO TO: Mr. Brian K. Conacher
Managing Director / C.E.O.

DATE: October 28, 1986

FROM: Mr. John A. Leuser, C.A.
Director of Finance
and Administration

RE: Directors and Officers Liability Policy

I have today been advised by Mr. Ed Simpson, the City Clerk, that H.E.C.F.I. already has this policy in effect.

In the past, the Convention Centre has been able to get \$ 10,000,000 in coverage in 1984 and \$ 5,000,000 in coverage in 1985. However, in 1986 the City has only been able to obtain \$ 1,000,000 in coverage due to the current situation in the insurance industry.

JAL:ps

c.c. Mr. Fred Bogden, Director of Marketing
Mr. Thomas Burrows, Director of Hamilton Place
Mr. William Penfold, Director of Hamilton Convention Centre
Mr. John Crane, Director of Copps Coliseum
Mr. Rick DiFilippo, C.A., Comptroller
Mrs. Lisa Robinson, Accounting Supervisor



Letter dated October 29, 1986 from Mr. Sam Cino

October 29, 1986

Board of Directors,
Hamilton Entertainment &
Convention Facilities Inc.,
c/o 101 York Boulevard,
Hamilton, Ontario
L8R 3L4

Dear Friends:

Belatedly, I am writing to offer the thanks and appreciation of Gilda's mother, Maria Romanelli, and myself for your beautiful floral tribute and the kind condolences that you extended at the time of Gilda's passing from this life.

You must be aware that flowers were an inspiration to Gilda, and very critical to all of her endeavours. I am sure that somehow she had to be aware of the magnificent display of floral arrangements, provided by you and many others of her friends, that surrounded her while she lay at rest in the funeral chapel.

I thank you most sincerely,

Sam Cino

S. M. Cino

Status of Board of Directors of the Two HECFI Foundations



Hamilton
Entertainment
and Convention
Facilities Inc.

FROM Brian K. Conacher, Managing Director/CEO DATE November 10, 1986

☐ FOR INFORMATION

TO: **BOARD OF DIRECTORS**

☒ FOR ACTION

SUBJECT: CHANGING THE BOARD OF DIRECTORS OF
THE HAMILTON PERFORMING ARTS FOUNDATION INC.
AND THE
HAMILTON ARENA/TRADE CENTRE FOUNDATION INC.

RECOMMENDATION:

That Mr. David Hector, Chairman of the Board of the Hamilton Performing Arts Foundation Inc., and Mr. Fred Muylaert, President of The Hamilton Arena/Trade Centre Foundation Inc., be instructed to proceed to call meetings of their respective Boards as soon as possible in order to proceed to change the members of the respective Boards of Directors as outlined in the attached instructions from Mr. David Goldberg of Ross & McBride.

BACKGROUND:

- See Attached.

Respectfully submitted,

Brian K. Conacher
Managing Director/CEO

THE
UNITED STATES
OF AMERICA



UNITED STATES OF AMERICA, DISTRICT OF COLUMBIA, CITY OF WASHINGTON

IN SENATE

COMMITTEE ON

EDUCATION AND LABOR

REPORT
OF THE
COMMISSIONER OF
EDUCATION

THE
UNITED STATES
OF AMERICA
DISTRICT OF COLUMBIA
CITY OF WASHINGTON

EDUCATION

EDUCATION

EDUCATION

EDUCATION

ROSS & McBRIDE

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ROBERT M. ORR
JAMES A. SWEETLOVE
JAMES W. OLIVER
PAUL D. PARADIS
JEFFREY R. MANISHEN
JOHN S. HALL
GARY J. KUZYK
LAUREL EVANS
DAVID G. TIMMS
NEIL R. HENDRY

COUNSEL:
WILLIAM G. CHARLTON, Q.C.

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GERALD B. AGGUS
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PETER R. TICE
KEVIN I. M. SMITH
GERARD P. MURPHY
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KENDRA M. COATS

DAVID GOLDBERG, Q.C.

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TELEPHONE (416) 526-9800

FIRST CITY TRUST TOWER
ONE JAMES STREET SOUTH

MAIL: P.O. BOX 907

HAMILTON, CANADA
L8N 3P6

20th October 1986

Mr. Brian Conacher
Managing Director/CEO
Hamilton Entertainment and
Convention Facilities Inc.
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Dear Mr. Conacher:

Re: The Hamilton Performing Arts
Foundation Inc. and The Hamilton
Arena/Trade Centre Foundation Inc.

We have reviewed the minute books and records of the above-noted Foundations and take this opportunity to outline to you the proper procedures to change the directorships of such Foundations to correspond with the Board of Directors of HECFI, in accordance with the recommendation of the HECFI Board approved at its meeting on May 9, 1986, which recommendation was subsequently adopted by City Council at its meeting held May 27, 1986.

The Hamilton Performing Arts Foundation Inc.

The Hamilton Performing Arts Foundation Inc. was incorporated by Letters Patent dated July 4, 1973, issued pursuant to Part III of The Corporations Act (Ontario).

Certain provisions of By-law No. 1 of such Foundation, relating to members and directors, are summarized

Mr. Brian Conacher20th October 1986

as follows:

- subparagraph 4(a) provides that the membership of such Foundation shall consist of such individuals and other legal entities as are admitted as members by the Board of Directors;
- subparagraph 4(b) provides that the admission of any individual as a member of such Foundation shall be subject to the prior approval of the City of Hamilton;
- subparagraph 16(a) provides that the affairs of such Foundation shall be managed by a Board of seven directors;
- subparagraph 20(a) provides that vacancies on the Board of Directors may, so long as a quorum of directors remains in office, be filled by the Directors from among the qualified members of such Foundation, or by the Members of such Foundation at a general meeting called for the purpose.

It is interesting to note that notwithstanding that By-law No. 1 of such Foundation provides for a Board of seven directors, the minute book of such Foundation indicates that there are currently thirteen directors, as follows:

Vincent J. Agro	William McCulloch
Salvatore M. Cino	Henry Merling
Bruce Charlton	Thomas Murray
Frank P. DeNardis	Benjamin B. Shekter
David M. Hector	Michael C. J. Watson
Jack C. Jaggard	Reginald Whynott
Mary Kiss	

It would appear that the following steps should be taken to implement the required reorganization of such Foundation:

- (a) a meeting of the existing Board of Directors of such Foundation should be called and at such meeting the

Mr. Brian Conacher20th October 1986

following business should be conducted:

- (i) the fourteen HECFI Board members should be admitted as Members of such Foundation;
- (ii) By-law No. 1 of such Foundation should be amended to provide that the Board shall consist of fourteen directors and further provide that the membership of the Board shall at all times be the same as the membership of the Board of Directors of HECFI;
- (iii) at the conclusion of such meeting, the existing directors of such Foundation would tender their resignations as directors and members of such Foundation.

As an alternative to calling a meeting of the existing Board of such Foundation, the necessary resolutions could be prepared in writing and circulated to the various Board members for their approval in writing;

- (b) A general meeting of the members of such Foundation should then be called and held for the following purposes:
 - (i) the amendments to By-law No. 1 should be ratified and confirmed by the members;
 - (ii) the fourteen HECFI Board members should then be appointed Directors of such Foundation.
- (c) The fourteen new directors of such Foundation should then convene a short meeting to appoint officers of such Foundation, namely a Chairman, a Vice-Chairman and a Secretary-Treasurer, together with such officers as the Board of Directors may determine.

As a first step in the implementation of the foregoing, we would suggest that it would be useful for representatives of HECFI to meet with one or more of the

Mr. Brian Conacher

20th October 1986

officers of such Foundation, namely:

David Hector	-	Chairman
Reginald Whynott	-	Vice-Chairman
Thomas Burrows	-	Secretary- Treasurer

Thereafter, once the officers of such Foundation have been briefed, we would be happy to prepare the necessary Notices, Resolutions, By-law amendments, Resignations, etc. required to implement the required changes.

The Hamilton Arena/Trade Centre Foundation, Inc.

The Hamilton Arena/Trade Centre Foundation, Inc. was incorporated by Letters Patent dated August 18, 1981 issued pursuant to Part III of The Corporations Act (Ontario).

The current directors and officers of such Foundation are as follows:

F. Muylaert	President
R. Coburn	Vice-President
R. Boychuk	Secretary
E. Matthews	Treasurer
B. Conacher	Director
J. Manel	Director

By-law No. 1 of such Foundation provides that the membership shall consist of such individuals and legal entities as are admitted as members by the Board of Directors. Such By-law further provides that the affairs of such Foundation shall be managed by a Board of at least three directors. By-law No. 2 of the Foundation provides that members may only be appointed to the Board of Directors upon the prior approval of the Council of the Corporation of the City of Hamilton.

Upon reviewing the minute book of such Foundation, it would appear that no organizational resolutions have been recorded. Specifically, the Foundation does not appear to

Mr. Brian Conacher

20th October 1986

have a banking by-law or resolution and auditors have not been appointed.

It would appear that basically, the same procedure should be followed to implement the required reorganization of this Foundation as was outlined in the previous discussion with respect to The Hamilton Performing Arts Foundation Inc. In this connection, we understand that Mr. Conacher will meet with and brief the officers of The Hamilton Arena/Trade Centre Foundation Inc. Thereafter, we would be pleased to prepare the necessary documentation to implement the required changes.

After you have had an opportunity to consider the foregoing, I would be pleased to discuss this matter further with you.

Yours very truly,

ROSS & McBRIDE

Per:

David Goldberg, Q.C.

DG:lw

10-1-1954

10-1-1954

There is a feeling of tension or uneasiness in the air. It is not a feeling of fear, but of a sense of something being about to happen.

I have been thinking a great deal lately about the future. The future is a vast and uncertain thing, and it is hard to see beyond the horizon. I have been thinking about the things that I want to do, and the things that I want to be. I have been thinking about the people that I want to be with, and the people that I want to be for.

After you have had an opportunity to think about the future, I think you will find that it is not as uncertain as it seems. I think you will find that there are many things that you can do to make your future what you want it to be.

I think you will find that there are many things that you can do to make your future what you want it to be.

I think you will find that there are many things that you can do to make your future what you want it to be.

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I think you will find that there are many things that you can do to make your future what you want it to be.



Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9

Tel. 416/523-5883

CA4 ON HBL V89
M35
1986

SPECIAL MEETING OF THE BOARD OF DIRECTORS

HAMILTON PUBLIC LIBRARY

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

Dec 15/86

Friday, November 28, 1986

12 Noon

Copps Coliseum Board Room

GOVERNMENT DOCUMENTS

Chairman's Remarks

2. Audit & Finance Committee Fourteenth Report

Attachment

Patricia Bennett
November 24, 1986





Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT OF THE AUDIT/FINANCE COMMITTEE

To The Hamilton Entertainment and Convention Facilities Inc.

Members of the Board:

The Audit/Finance Committee presents its FOURTEENTH Report and respectfully recommends:

1. (a) That the 1987 operating budget for HECFI (attached as Schedule "I") be approved, prior to its submission to the City's Executive Committee.

Note: The actual funding requirement for HECFI in 1987 is budgeted at the same level as that approved for 1986. However, due to the City's method of financing in 1986 which included funding of \$278,000 by means of a carry forward of the prior year surplus, HECFI's 1987 municipal contribution will automatically increase by a further \$278,000. This increase is beyond the control of management.

The following should also be noted in respect of the 1987 operating budget:

- (i) City Council's resolution in respect of the Hamilton Convention Centre's mandate which requested that HECFI "redirect its emphasis to attract National and International Conventions and business and that they discontinue efforts to attract local business" has been reflected in the budget. This change in mandate could have a negative financial impact on revenues in the short run which is difficult to quantify.
 - (ii) The Copps Coliseum budget assumes a full twelve month schedule of programming with no provision for potential future losses to HECFI arising from the construction defect.
- (b) That a portion of Hamilton Place's 1986 operating surplus be utilized to replenish its reserve account for innovative programming up to a maximum position of \$75,000 at December 31, 1986.

Note: The balance remaining in the reserve account at October 31, 1986 is \$13,286.

- (c) That the HECFI Board of Directors recommend to the City's Executive Committee that no portion of HECFI's unexpended municipal contribution for 1986 be carried forward to 1987.

Note: HECFI's reserve for capital projects is not excessive when related to HECFI's 1987 - 1991 Capital Budget Programme.

2. That the 1987 Operating Budget for C.U.P. (attached as Schedule "II") be approved, prior to its submission to the City's Executive Committee.

Note: The requested 1987 municipal contribution represents a reduction of \$57,000 or 2.3% over that approved for 1986.

3. (a) That HECFI adopt a policy of taking unredeemed gift certificates into income in the third year following the year which they were sold.

Note: This policy is consistent with that followed by the O'Keefe Centre and Hamilton Place in prior years. A copy of the background report is attached as Schedule "III".

- (b) That HECFI adopt a policy of taking unredeemed tickets for cancelled shows into income in the first year following the year of the show.

Note: There is no requirement for a more conservative policy on this matter. The probability and dollar amount of refunds on cancelled shows over a year old is minimal. A copy of the background report is included in the attached Schedule "III".

4. (a) That the tender for the furniture requirements of the Marketing Department be awarded to Intefac/Furnishing for Business, Mississauga, Ontario, in the amount of \$14,921.09 including taxes and delivery; and
- (b) That this purchase be charged to work in progress expenditure account no. 0408-U32732.

AUDIT/FINANCE
FOURTEENTH REGULAR REPORT

Page 3

Note: This is the lowest of 7 bids. This furniture is required in order to equip the Marketing Department since its re-location to Hamilton Place.

RESPECTFULLY SUBMITTED

W. H. McFarland / per gm.

W.H. MCFARLAND, CHAIRMAN
AUDIT/FINANCE COMMITTEE

J Mills

Joan M. Mills, Secretary
Audit/Finance Committee
November 21, 1986

On May 1, 1964, the following information was received from the [redacted] of the [redacted] in [redacted] State. The [redacted] advised that [redacted] had been [redacted] by [redacted] on [redacted] at [redacted]. The [redacted] stated that [redacted] was [redacted] and [redacted] was [redacted]. The [redacted] also stated that [redacted] was [redacted] and [redacted] was [redacted].

The [redacted] further stated that [redacted] was [redacted] and [redacted] was [redacted]. The [redacted] also stated that [redacted] was [redacted] and [redacted] was [redacted].

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1987 OPERATING BUDGET FOR HECFI 3

November 24, 1986

Municipal				
Tax Grant	\$ 16,820	\$ 13,200	\$ 3,620	27.4%
	<u>\$ 16,820</u>	<u>\$ 291,200</u>	<u>\$ (274,380)</u>	<u>(94.2%)</u>

(C) Municipal				
Contribution	<u>\$2,415,750</u>	<u>\$2,141,370</u>	<u>\$ 274,380</u>	<u>12.8%</u>

It must be noted that in reality HECFI's total funding requirement (Row (A) above) for 1987 is **unchanged (i.e. no increase)** from that approved for 1986. However, due to the City's method of financing in 1986, which included funding of \$278,000 (Row (B) above) by means of a carry forward of the prior year surplus, HECFI's 1987 municipal contribution automatically increases by \$278,000 for a total of 12.8% over 1986 if no prior year surplus is carried forward to 1987.

I believe that it would be **financially unwise** for HECFI to carry forward to 1987 any portion of its 1986 surplus or unexpended municipal contribution. My opinion is based on the following:

- (1) HECFI's estimated reserve position for capital projects at December 31, 1986 (See Schedule "A" attached) is not considered to be excessive since it will not be sufficient to even cover our funding requirements in the first two years of HECFI's 1987 - 1991 Capital Budget Programme. The capital funding requirements from HECFI reserves by year are as follows:

1987	\$1,052,500
1988	589,000
1989	250,000
1990	120,000
1991	100,000
	<u>\$2,111,500</u>

- (2) A carry forward to 1987 of a portion of the 1986 unexpended municipal contribution will only create a similar operating budget problem in 1988. For example, if HECFI carried forward \$100,000 of its 1986 unexpended municipal contribution to 1987, then in 1988 HECFI would have to reduce its total funding requirement by 4.25% in order to come in with a zero increase in its 1988 municipal contribution. **Clearly, carrying forward a prior year's unexpended municipal contribution is not an acceptable method of financing for a local board.**

HECFI OVERALL

HECFI's 1987 operating budget has been budgeted to absorb the following increases while maintaining a zero increase in its overall funding requirement:

Inflationary cost increases in respect of part-time wages, salaries, maintenance contracts, etc., net of inflationary price increases on revenue items	\$152,050
--	-----------

Expansion of service level expenditures (i.e. new full-time positions net of savings in part-time wages)	66,440
--	--------

Increased chargebacks by C.U.P. to Copps Coliseum, net of an inflationary increase of \$6,220 which is already reflected in the \$152,050 figure above	71,080
--	--------

Provision for additional salary and benefit costs as a result of the salary study	65,000
---	--------

Adjustments for:

- anniversary increases on permanent salary positions	
- vacancies in approved permanent salary positions for 1986 which will have a full year's charge reflected in the 1987 operating budget	135,000
	<u>\$489,570</u>

The following represents a review of each division's operating budget.

CORPORATE DIVISION

	<u>1987</u>	<u>1986</u>	<u>Increase (Decrease) Over 1986</u>	
			<u>\$ Amount</u>	<u>Percentage</u>
Funding Requirement from the City of Hamilton	\$1,558,650	\$1,848,900	\$(290,250)	(15.7%)

The reduction in the funding requirement for this division can be attributed to significant expenditure reductions in the marketing budget and improvements in the operating performance of the box office.

I understand that the Director of Marketing is finalizing his marketing plan for submission to the Committees of the Board at their next scheduled meetings.

Included in the marketing budget is a request for the following two new positions:

	<u>Effective Date</u>
Sales Account Executive	January 1, 1987
Media/Public Relations Assistant	April 1, 1987

Service/program package review forms (Form 6) have been prepared by the Director of Marketing for each of these positions. They are attached to the budget worksheets for the Corporate Division.

HAMILTON CONVENTION CENTRE

	<u>1987</u>	<u>1986</u>	<u>Increase (Decrease) Over 1986</u>	
			<u>\$ Amount</u>	<u>Percentage</u>
Funding Requirement from the City of Hamilton	\$ 225,460	\$ 225,460	\$ -	- %

As indicated, a zero increase in the funding requirement for the Convention Centre is budgeted for 1987.

Revenue

The Convention Centre is budgeted to increase its total revenues from a budget of \$1,973,100 in 1986 to a budget of \$2,350,000 in 1987. This represents a budget increase of \$376,900 or 19.1%. However, in relation to the projected actual of \$2,300,000 for 1986, this represents an increase of only 2.2%.

In reviewing the revenue budget with the Director of Marketing, I was advised that the budget is realistic and should not be increased for the following reasons:

- (1) The Convention Centre's mandate has changed. Our marketing efforts now emphasize the active pursuit of major conventions with the incremental revenue spin-off to the community including the hotels, rather than the solicitation of local small banquet, reception and wedding business.

Currently, the solicitation by the Convention Centre sales staff is to concentrate on the "over 400" delegate figure. It should, however, be noted that our Convention Centre

sales staff will continue to accept business of all sizes while actively soliciting the "over 400" attended events, with emphasis on the incremental revenue factor to the community.

The effect of this change in the mandate of the Convention Centre will be to limit our growth potential in 1987.

- (2) In 1986, we had a number of large conventions. Currently, we do not have on the books as many large conventions for 1987.

Compensating factors which should hopefully more than offset the above are:

- (i) Price increases on food, beverage and some room rentals which should contribute approximately \$103,480 in additional revenues; and
- (ii) The addition of a new sales account executive which should generate further revenues.

Expenditures

Included in the 1987 operating budget are inflationary cost increases of approximately \$145,090 and expansion of service level expenditures of \$13,120.

The main component in the inflationary cost increases is part-time wages which have been budgeted to increase in 1987 by approximately \$62,000 (12.4% of total wages) . Members of the Board will recall that they approved, at their November 14, 1986 Board meeting, wage rate increases for part-time staff. In addition, the Board at this same meeting approved the addition of a new full-time position, the assistant chief steward at an annual salary of \$15,867.00, subject to the compensation study.

In respect of the \$13,120 in expansion of service level expenditures, the applicable service/program package review forms (Form 6) have been prepared by the Director of Hamilton Convention Centre. They are attached to the budget worksheets for the Hamilton Convention Centre. The \$13,120 represents the cost of hiring four new full-time positions, net of any savings in part-time wages.

The four new proposed full-time positions include:

	<u>Effective Date</u>
Head Porter	January 1, 1987
Banquet Secretary	April 1, 1987
Storeman	July 1, 1987
Information Desk Supervisor	October 1, 1987

These four positions would be phased-in gradually in 1987, as required, provided that revenue projections for 1987 are being met.

HAMILTON PLACE

	<u>1987</u>	<u>1986</u>	<u>Increase (Decrease) Over 1986</u>	
			<u>\$ Amount</u>	<u>Percentage</u>
Funding Requirement from the City of Hamilton	\$ 511,600	\$ 511,600	\$ -	- %

As indicated, a zero increase in the funding requirement for Hamilton Place is budgeted for 1987.

Revenue

In respect of the Great Hall, the revenue budget provides for 225 events in 1987 which represents an increase of 5 events over 1986.

In reviewing the revenue budget for the Great Hall with the Director of Hamilton Place, I am satisfied that it is a realistic for 1987. It should not be increased since we may realize in 1987 a reduction in net revenue from events that Hamilton Place promotes or co-promotes. This is because of the proposed amendment to Bill 26, relative to the Ontario Retail Sales Tax Act, which, if it receives Royal Assent at the Legislature, will eliminate Hamilton Place's exemption from admission sales taxes on events promoted or co-promoted by Hamilton Place.

It should also be noted that Hamilton, at this time, has not included projected activity for the July/August period. Management's intentions are to produce a third Summer season of musicals. Should management's efforts to secure provincial, federal and corporate funding be successful, then 24 performance and 9 rehearsal days will be added to the schedule.

Budget Accounts Re-allocated

It should be noted that the following accounts were re-allocated back from the Corporate Division to the Hamilton Place Division at a net cost of \$8,600 to Hamilton Place.

<u>Accounts</u>	<u>Budget Balances</u>	
<u>Revenue:</u>		
Recoveries - Monthly Calendar	\$13,000	
Recoveries - House Program Advertising	\$51,000	
Advertising - Transient Volume Rate	\$15,700	
Mailing List	<u>\$42,500</u>	\$122,200
<u>Expenditures:</u>		
Advertising House-Calendars	\$55,000	
Postage	\$15,800	
House Programmes	<u>\$60,000</u>	\$130,800
Net cost to Hamilton Place Budget		<u>\$ 8,600</u>

This re-allocation back to the Hamilton Place budget is being done because these revenue and expenditure accounts are quite specific (performance related) to Hamilton Place. The Director of Marketing has agreed to the budget re-allocation.

COPPS COLISEUM

	<u>1987</u>	<u>1986</u>	<u>Increase (Decrease) Over 1986</u>	
			<u>\$ Amount</u>	<u>Percentage</u>
Funding Requirement from the City of Hamilton	\$ 136,860	\$ (153,390)	\$ 290,250	N/A

As indicated, Copps Coliseum's funding requirement for 1987 is budgeted to increase by \$290,250 over 1986. This increase can be attributed to the following factors:

November 24, 1986

	Budget		Increase (Decrease) Over 1986
	<u>1987</u>	<u>1986</u>	<u>\$ Amount</u>
Revenue:			
Licence Fee - Shows	\$733,680	\$ 766,500	\$ (32,820)
Rentals - Retail Space	\$ -	\$ 10,000	\$ (10,000)
Hockey Clock/Message			
Sign/Sound System Rentals	\$ 12,000	\$ 20,000	\$ (8,000)
Stage, Tables, Chairs			
and Equipment Rentals	\$ 12,000	\$ -	\$ 12,000
Commissions Earned			
from Concessionaire	\$220,000	\$ 380,000	\$ (160,000)
	<u>\$977,680</u>	<u>\$1,176,500</u>	<u>\$ (198,820)</u>
Expenditures:			
Repairs and Maintenance -			
Coordinated by			
Central Utilities			
(see comment below)	\$145,300	\$ 68,000	\$ 77,300
Maintenance - General			
Cleaning	\$203,000	\$ 186,800	\$ 16,200
	<u>\$348,300</u>	<u>\$ 254,800</u>	<u>\$ 93,500</u>
Total Effect			<u>\$ 292,320</u>

Revenue

The 1987 revenue budget is based on 101 performances which is a reduction of 9 performances from that budgeted in 1986. The expected actual number of performances for 1986 is 100.

Management is pursuing all avenues to increase the number of events in Copps Coliseum for 1987. Included in this, is a review of the issue of exclusivity and the possibility of co-promoting events.

It should be noted that the large reduction in the budget of \$160,000 (above) in commissions earned from the concessionaire is due primarily to adjusting this account line to reflect our actual experience to date in 1986. The reduction is only partially the result of the decrease in the budgeted number of performances for 1987.

Expenditures

The repairs and maintenance account, which is coordinated by the Central Utilities Plant, is budgeted to increase for Copps Coliseum by \$77,300 due primarily to the following two factors:

- (1) A budget increase of \$45,000 in the Honeywell maintenance contract. This maintenance contract is required to service two systems:
 - (i) The fire protection system; and
 - (ii) The building automation system which controls heating, ventilation and air conditioning in Copps Coliseum.

This later system was not fully operational in 1986. Now that the system is operational, a maintenance contract is required. The total estimated annual cost of this maintenance contract for 1987 is \$70,000.

- (2) A revision by the Central Utilities Plant of the chargeback system (recoveries from facilities) to include operating supply accounts. In 1986, the chargebacks were limited to only repairs and maintenance accounts. This revision has the effect of increasing Copps Coliseum's expenditures by \$17,300.

In addition to the above, there are inflationary cost increases in respect of full-time positions of approximately \$18,200.

It should be noted that I have not highlighted other revenue and expenditure variations since they are primarily event oriented. Event costs such as part-time staff (i.e. ushers, rink attendants, etc.) are fully charged back to promoters and reflected as recoveries in the revenue budget.

MacNAB ARMS RESTAURANT

The restaurant is expected to open in February, 1987. The budget provides for break-even position in the first year. However, if there are any further delays in opening the restaurant, then a break-even position may be unrealistic for 1987 since there will be additional start-up costs. These additional start-up costs will increase the restaurant's fixed costs in 1987 which may not be fully recovered from operations during the remaining months of the year.

For further details and analysis, a copy of the MacNab Arms Restaurant business plan is available which was approved by the Board of Directors on November 14, 1986.

SUMMARY/CONCLUSION

HECFI's actual funding requirement for 1987 is **unchanged (i.e. no increase)** from that approved for 1986. However, due to the City's method of financing in 1986 which included funding of \$278,000 by means of a carry forward of the prior year surplus,

HECFI's 1987's municipal contribution will automatically increase by a further \$278,000, for a total of 12.8% over 1986. This increase is beyond the control of management.

In conclusion, HECFI's expenditures are under control. The challenge now facing HECFI is to generate more revenue from the facilities. If this challenge is met, then the objective of gradually reducing the municipal contribution in future years, can be achieved.

John A. Leuser
John A. Leuser, C.A.
Director of Finance
and Administration

1. The purpose of this document is to provide information regarding the activities of the [redacted] and the [redacted] in the [redacted] area. This information is being provided to you for your information only and is not to be distributed outside your agency.

2. In accordance with the [redacted] and the [redacted], the [redacted] and the [redacted] are [redacted]. The [redacted] and the [redacted] are [redacted]. It is the policy of the [redacted] to [redacted]. The [redacted] and the [redacted] are [redacted].

3. The [redacted] and the [redacted] are [redacted]. The [redacted] and the [redacted] are [redacted]. The [redacted] and the [redacted] are [redacted]. The [redacted] and the [redacted] are [redacted].

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SCHEDULE A

ESTIMATE OF HECFI'S RESERVE
FOR CAPITAL PROJECTS AT
DECEMBER 31, 1986

Balance at October 31, 1986	\$ 868,115.35
Less Capital Projects committed for which funds have yet to be applied:	
HECFI Facility Management System	\$ 83,000.00
Convention Centre's 1986 Capital Budget programme	<u>\$ 62,000.00</u>
	<u>\$ 145,000.00</u>
Uncommitted balance at October 31, 1986	\$ 723,115.35
Add: Estimate of interest earned in 1986	<u>\$ 72,000.00</u>
Balance before year-end surplus	\$ 795,115.35
1986 Estimated HECFI Surplus	<u>\$ 624,067.00</u>
Balance at December 31, 1986 (Estimate)	<u><u>\$1,419,182.35</u></u>

Note:

HECFI's estimated reserve position at December 31, 1986 is not considered to be excessive since it will not be sufficient to even cover funding requirements in the first two years of HECFI's 1987-1991 Capital Budget Programme.

The Capital funding requirements from HECFI reserves by year are as follows:

1987	\$1,052,500
1988	\$ 589,000
1989	\$ 250,000
1990	\$ 120,000
1991	\$ 100,000
	<u>\$2,111,500</u>

EXHIBIT A

ESTIMATE OF HERTZ'S RECEIPTS
FOR CAPITAL PROJECTS AS
DECEMBER 31, 1955

Balance at December 31, 1955 \$ 825,112.32

Less Capital Projects
committed for which funds
have yet to be applied:

Less Facility Management System \$ 87,844.98

Construction Contract's 1955 Capital
Budget Program \$ 21,341.15

\$ 715,926.19

Uncommitted balance at
December 31, 1955

\$ 715,926.19

Add Estimate of interest earned
in 1955

\$ 11,447.42

Balance before year-end surplus

\$ 727,373.61

1955 Estimated HERTZ Surplus

\$ 214,447.33

Balance at December 31, 1955 (Estimated)

\$ 941,820.94

Notes

HERTZ's estimated interest earnings for December 31, 1955 is not
considered to be excessive since it will not be reflected in
year-end funding requirements in the first two years of HERTZ's
1957-1959 Capital Budget Program.

The Capital Budgeting requirements from HERTZ received by year end
are follows:

1957	\$1,421,700
1958	\$ 419,347
1959	\$ 154,494
1960	\$ 114,447
1961	\$ 144,444

EXHIBIT B

STATEMENT OF PURPOSE AND STAFFING

FOR THE

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

(DEPT./LOCAL BOARD)

1. PURPOSE/OBJECTIVES

Purposes - The principle purposes of the corporation are to maintain, operate, manage, market and promote the Theatre-Auditorium, the Convention Centre and the Trade Centre Arena for the benefit of the City and the people of the City of Hamilton and in the public interest for the objects of the corporation.

Objects - The objects of the corporation are:

- (a) to provide facilities and services for performing arts, including the carrying on of all or any of the operations of a theatre, music hall, concert hall, ballroom and cinema;
- (b) to provide and present educational, social and cultural activities related to the arts or otherwise;
- (c) to establish educational facilities and provide instruction in all areas of the arts;
- (d) to present, produce, manage and conduct performances in the performing arts, including plays, dramas, comedies, operas, revues, promenades and other concerts, musicals and other pieces, ballet shows, exhibitions, variety and other entertainment;
- (e) to provide facilities and services for amusement and entertainment activities; and
- (f) to provide facilities and services for the holding of conventions, meetings, receptions, conferences, exhibitions, displays, sporting events, trade shows and events of every kind.

2. PROJECTED MAJOR PROGRAM/ORGANIZATIONAL
CHANGES DURING THE PERIOD 1987-1989

In February 1987, the MacNab Arms Restaurant is expected to open. Once fully operational, it is anticipated that four (4) full-time positions will have been created on a contract basis and twelve (12) part-time positions on a full-time equivalent basis. The Director of the Hamilton Convention Centre has projected that the MacNab Arms Restaurant will in 1987 be operational on a break-even basis.

H.E.C.F.I.'s Marketing Department has budgeted in 1987 two new permanent full-time positions - a sales account executive, effective January 1, 1987 and a public relations / media assistant, effective April 1, 1986. These two positions are required in order to more effectively market the three facilities.

In subsequent years, there may be further adjustments to H.E.C.F.I.'s organizational structure and possibly some expansion of staff, if warranted by increased business activity.

3. STAFFING (FTE'S) (NUMBER OF VACANCIES INCLUDED IN "PERMANENT" POSITIONS BELOW IS 8)

P E R M A N E N T

Present 1986	Projected 1987	Incr. + Decr. -
-----------------	-------------------	--------------------

Salary
Wage

67	73	6+
10	10	-
77	83	6+

T E M P O R A R Y

Present 1986	Projected 1987	Incr. + Decr. -
-----------------	-------------------	--------------------

Salary
Wage

-	-	-
108	117	9+
108	117	9+

T O T A L

Present 1986	Projected 1987	Incr. + Decr. -
-----------------	-------------------	--------------------

67	73	6+
118	127	9+
185	200	15+

NOTE: PLEASE SEE REVERSE SIDE FOR SUGGESTIONS ON COMPLETING THIS FORM

GUIDELINES FOR COMPLETING THIS FORM

SECTION 1

PURPOSE/OBJECTIVES

- (a) Provide a brief narrative of the purpose and objectives of your department/board.
- (b) List your responsibilities and the services you provide.

SECTION 2

PROJECTED MAJOR PROGRAM/ORGANIZATIONAL CHANGES DURING THE PERIOD 1987-1989

Please consider the following and provide your comments accordingly:

Do you have any plans for changes to your operations over the next three years, if so, briefly describe. If not, will your operations be relatively stable with respect to services and budgetary requirements? Do you see your staff needs expanding or contracting over this longer term? Any other comments with respect to these longer term goals.

SECTION 3

STAFFING (FTE'S)

Please provide the number of Permanent and Temporary staff on a full-time equivalent (FTE) basis, and include any vacant or unfilled positions.

PLEASE ATTACH THIS FORM TO THE FRONT OF YOUR 1987 CURRENT BUDGET SUBMISSION

CORPORATE DIVISION

INDEX

- 1987 Operating Budget Worksheets (Including the Municipal Contribution Worksheet) Pages 1-7

ADMINISTRATION:

- 1987 Schedule of Conventions and Conferences Page 8
- 1987 Schedule of Memberships and Subscriptions Page 9
- 1987 Schedule of Training Courses Page 10

MARKETING:

- 1987 Expansion Service/Program Packages Pages 11-12
- 1987 Schedule of Conventions and Conferences Page 13
- 1987 Schedule of Memberships and Subscriptions Pages 14-15
- 1987 Schedule of Training Courses Page 16

DATE 11/14/86

H.E.C.F.I.-CORPORATE

THE CORPORATION OF THE CITY OF HAMMONTON

PGM NO. 8PYBL34

PAGE 1

REVENUE ESTIMATES

1987 BUDGET WORKSHEET - FORM NO. 1

INCREASE
DECREASE
OVER
ESTIMATE

DEPT (1)
C B J
E

ACCOUNT

A O O

三
二
一

DESCRIPTION
(2)

PROJECTED
1986
ACTUAL
(3)

ESTIMA
1986
(4)

ADJUSTMENT
TO 1986
ESTIMATE +
INCREASE -
DECREASE (5)

INFLATIONARY COST (6)

EXPANSION
SERVICE
LEVEL
(7)

1987
ORIGINAL
ESTIMATE
(4+5+6+7)
(8)

COMMITTEE
ADJUSTMENT
INCREASE+
DECREASE-
(9)

1987
RESULTANT
APPROPRIA-
TION (8+9)
(10)

AMOUNT	PERCENT
(10-4)	(11/4)
(11)	(12)

8303 H.E.C.F.I.-CORPORATE

02 THE CITY OF HAMILTON

25 SURPLUS PRIOR YEAR

45 MUNICIPAL TAX GRANT

46 MUNICIPAL CONTRIBUTION

ACTIVITY TOTALS

40 BOX OFFICE REVENUE

01 BOX OFFICE FEES-CONVENTION
CENTRE

02	BOX OFFICE FEES-HAMILTON PLACE	105,000
----	--------------------------------	---------

03	BOX OFFICE FEES-COPPS	141,000
	COLISEUM	

04 BOX OFFICE FEES-OTHER

06 HANDLING CHARGE-MAIL ROOM

07 HANDLING CHARGE-TELEPHONE

21 MISCELLANEOUS RECOVERIES	22,000
-----------------------------	--------

ACTIVITY TOTALS

3.91

THE CORPORATION OF THE CITY OF HAMMINGTON

PGM NO. 8BPYBL34

DATE 11/14/86

H.E.C.F.I.-CORPORATE

TREASURY

EXPENDITURE ESTIMATES

PAGE 3

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT

A O D
C B E
DEPT J T
(1)

PROJECTED
1986
ACTUAL
(3)

1986
ESTIMATE
(4)

ADJUSTMENT
TO 1986
ESTIMATE
INCREASE+
DECREASE-
(5)

INFLA-
TIONARY
COST
(6)

EXPANSION
SERVICE
LEVEL
(7)

1987
ORIGINAL
ESTIMATE
(4+5+6+7)
(8)

COMMITTEE
ADJUSTMENT
INCREASE+
DECREASE-
(9)

1987
RESULTANT
APPROPRIA-
TION
(8+9)
(10)

INCREASE +
DECREASE -
OVER 1986
ESTIMATE
AMOUNT PERCENT
(10-4) (11/4)
(11) (12)

8330 H.E.C.F.I.-CORPORATE

01 ADMINISTRATION

01	SALARIES AND WAGES	396,000	420,100	13,630+	10,380	444,110	444,110	24,010+	5.7+
02	TEMPORARY HELP-OFFICE	4,000	8,000	4,000-		4,000	4,000	4,000-	50.0-
03	RECOVERIES-SALARIES AND BENEFITS(MACNAB ARMS)			23,810-		23,810-	23,810-	23,810-	
04	LONG TERM DISABILITY PREMIUM	6,900	8,440	20+	510	8,970	8,970	530+	6.3+
05	PENSIONS	27,400	27,490	3,710+	1,780	32,980	32,980	5,490+	20.0+
07	UNEMPLOYMENT INSURANCE	7,780	8,310	1,550+	720	10,580	10,580	2,270+	27.3+
08	MEDICAL AND HOSPITAL	13,980	15,280	780+	1,170	17,230	17,230	1,950+	12.8+
10	GROUP LIFE INSURANCE	3,490	4,270	80-	90	4,280	4,280	10+	.2+
11	TELEPHONES	24,030	26,200	6,200-		20,000	20,000	6,200-	23.7-
16	POSTAGE	11,000	6,000			6,000	6,000		
21	OFFICE SUPPLIES AND STATIONARY	14,000	10,000			10,000	10,000		
31	REPAIRS AND MAINTENANCE-OFFICE EQUIPMENT		500			500	500		
42	INSURANCE			3,580+	420	4,000	4,000	4,000+	
43	AUDIT FEES	15,000	15,000		600	15,600	15,600	600+	4.0+
56	CONSULTANT'S FEES	30,000	30,000	30,000-				30,000-	
59	PROFESSIONAL FEES	18,000	18,000		900	18,900	18,900	900+	5.0+
68	OPERATING PURCHASES AND SERVICES	9,000	8,000	300-	300	8,000	8,000		
71	OFFICE EQUIPMENT	1,000	1,000	40-	40	1,000	1,000		
81	RENTAL-CAR POOL	6,800	7,200		290	7,490	7,490	290+	4.0+

DATE 11/14/86

H.E.C.F.I.-CORPORATE

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

PAGE 4

EXPENDITURE ESTIMATES

1987 BUDGET WORKSHEET - FORM NO. 1

[illegible]

ACCOUNT	DEPT	T	J	T	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)	INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	AMOUNT (10-4) (11)	PERCENT (11/4) (12)
A D D	C B E	T J T	(1)												

8330					H.E.C.F.I.-CORPORATE										
30					MARKETING										
01					SALARIES AND WAGES	300,600	349,590	1,020+	8,740	45,820	405,170		405,170	55,580+	15.9+
02					TEMPORARY HELP-OFFICE	5,000	8,000	3,190-	190		5,000		5,000	3,000-	37.5-
04					LONG TERM DISABILITY PREMIUM	4,800	7,370	340-	280	980	8,290		8,290	920+	12.5+
05					PENSIONS	20,000	24,510	170-	3,730	3,580	31,650		31,650	7,140+	29.1+
07					UNEMPLOYMENT INSURANCE	6,900	8,730	310-	210	1,100	9,730		9,730	1,000+	11.5+
08					MEDICAL AND HOSPITAL	12,000	17,150	2,940-	970	1,420	16,600		16,600	550-	3.2-
10					GROUP LIFE INSURANCE	2,300	3,320	170-	80	420	3,650		3,650	330+	9.9+
11					TELEPHONES	3,200		15,000+			15,000		15,000	15,000+	
12					ADVERTISING AND PROMOTION	270,000	563,000	284,530-	11,530		290,000		290,000	273,000-	48.5-
13					ADVERTISING HOUSE CALENDARS		83,000	83,000-						83,000-	
14					SPECIAL EVENTS BIDS	30,000	30,000	8,850+	1,150		40,000		40,000	10,000+	33.3+
16					POSTAGE	2,800	17,800	15,000-			2,800		2,800	15,000-	84.3-
21					OFFICE SUPPLIES AND STATIONERY	5,000	5,000	190-	190		5,000		5,000		
66					HOUSE PROGRAMMES		60,000	60,000-						60,000-	
68					OPERATING PURCHASES AND SERVICES	4,000		5,770+	230		6,000		6,000	6,000+	
71					OFFICE EQUIPMENT	8,000		2,890+	110		3,000		3,000	3,000+	
83					RENTAL-OFFICE EQUIPMENT	460	5,000	15,000+			20,000		20,000	15,000+	300.0+
86					RENTAL-OFFICES	1,435		10,640+			10,640		10,640	10,640+	
91					TRAVELLING	25,000	50,000	21,050-	1,150		30,100		30,100	19,900-	39.8-

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

H.E.C.F.I.-CORPORATE

TREASURY

EXPENDITURE

PAGE 6

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT J T (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)	INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	AMOUNT (10-4) (11)	PERCENT (11/4) (12)
8330	H.E.C.F.I.-CORPORATE										
30	MARKETING										
93	MEMBERSHIPS AND SUBSCRIPTIONS	6,000	10,000	2,470-	300		7,830		7,830	2,170-	21.7-
94	TRAINING COURSES	700	5,000	1,800-	120		3,320		3,320	1,680-	33.6-
96	MEETINGS, RECEPTIONS AND ENTERTAINMENT	25,000	45,000	16,150-	1,150		30,000		30,000	15,000-	33.3-
	ACTIVITY TOTALS	733,195	1,292,470	432,140-	30,130	53,320	943,780		943,780	348,690-	27.0-
40	BOX OFFICE										
01	SALARIES AND WAGES	119,000	125,140	6,400+	3,290		134,830		134,830	9,690+	7.7+
03	PART-TIME WAGES-TELEPHONE MAILROOM	65,000	103,440	42,120-	3,680		65,000		65,000	38,440-	37.2-
04	LONG TERM DISABILITY PREMIUM	1,800	2,680		200		2,880		2,880	200+	7.5+
05	PENSIONS	10,300	13,300	210-	910		14,000		14,000	700+	5.3+
07	UNEMPLOYMENT INSURANCE	7,000	9,590	850-	460		9,200		9,200	390-	4.1-
08	MEDICAL AND HOSPITAL	2,600	7,260	4,700-	40		2,600		2,600	4,660-	64.2-
09	PART-TIME WAGES-BOX OFFICE	105,000	143,910	45,420-	6,510		105,000		105,000	38,910-	27.0-
10	GROUP LIFE INSURANCE	900	1,100		330		1,430		1,430	330+	30.0+
11	TELEPHONES	9,300		26,400+			26,400		26,400	26,400+	
16	POSTAGE	5,000		5,000+			5,000		5,000	5,000+	
23	OPERATING SUPPLIES	8,000	720	8,900+	380		10,000		10,000	9,280+	
44	TRANSPORTATION OF MONEY	9,240	10,600	1,170-	470		9,900		9,900	700-	6.6-
48	BOX OFFICE-OVER/SHORT	1,800	1,500				1,500		1,500		

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HECFI Form
 Dept: Corporate-Admin.

H.E.C.F.I.
 1987 SCHEDULE OF CONVENTIONS AND CONFERENCES

Account No.	Date of Event	Name of Event	Staff Name	1987 Estimate
-----	-----	-----	-----	-----
8330-0191	July 1987	I.A.A.M. Convention	Brian Conacher	\$1,500
	August 1987	A.S.A.E. Convention	Brian Conacher	\$1,000
	January 1987	Box Office Management International	Marilyn Bowlby Colleen Spencer	\$1,600 \$1,600
		Others as required	Brian Conacher/ John Leuser	\$4,300
			TOTAL	\$10,000
				=====

HECFI Form
 Dept: Corporate-Admin

H.E.C.F.I.
 1987 SCHEDULE OF MEMBERSHIPS AND SUBSCRIPTIONS

Account No.	Staff Name	Description of Courses	1987 Estimate
-----	-----	-----	-----
8330-0193	Brian Conacher	I.A.A.M. Chamber of Commerce	\$350 \$275
	John Leuser	C.I.C.A. Membership C.I.C.A. Hamilton Chapter	\$450 \$50
	Rick DiFilippo	C.I.C.A. Membership	\$450
	Lisa Robinson	C.I.A.C. Membership	\$450
	Colleen Spencer	Box Office Management International Membership	\$190
	Karen Stanton	C.M.A. Membership	\$110
	Rob Fotheringham	C.G.A. Membership	\$250
	Brian Conacher/ John Leuser	Globe & Mail	\$350
	Brian Conacher/ John Leuser	Spectator	\$250
	John Leuser	PC Magazine	\$75
	Brian Conacher	Bits & Bytes	\$45
	Brian Conacher	On the Up Beat	\$45
	John Leuser	Financial Times	\$60
		Other	\$480
	TOTAL		----- \$3,880 =====

HECFI Form
 Dept: Corporate-Admin.

H.E.C.F.I.

1987 SCHEDULE OF TRAINING COURSES

Account No.	Staff Name	Description of Courses	1987 Estimate
-----	-----	-----	-----
8330-0194	Pat Bennett	Business Certificate (McMaster)	\$470
	Karen Stanton	C.M.A. Courses	\$830
	Rob Fotheringham	C.G.A. Courses	\$600
	Miscellaneous	Computer Training & Support	\$1,200
	Various	City & Regional Courses	\$400
	John A. Leuser	Professional Development Course	\$300
	Rick DiFilippo	Professional Development Course	\$300
	Lisa Robinson	Professional Development Course	\$300
	TOTAL		----- \$4,400 =====

1987 CURRENT BUDGET ESTIMATESSERVICE/PROGRAM PACKAGE FOR COMMITTEE REVIEW

1. DEPT./LOCAL BOARD Sales and Marketing HECFI
2. ACCOUNT NO.(S) _____
3. CONSIDERATIONS: (A) AMOUNT \$ 26,180-Salary; \$4,000-Benefits; \$30,180-Total
- (B) EFFECTIVE DATE 1 January 1987
- (C) INCLUDED ☒ OR NOT INCLUDED ☐ IN ESTIMATES
- (D) AFFECTS CURRENT ☒ AND/OR EXPANSION ☒ LEVEL OF SERVICE

4. PACKAGE DESCRIPTION

Sales Account Executive - Hamilton Convention Centre

5. WHAT ARE THE CONSEQUENCES OF NOT FUNDING THIS PACKAGE?

(IF NOT INCLUDED IN ESTIMATES, EXPLAIN BENEFITS IF THIS PACKAGE IS FUNDED)

Loss of sales revenue to Hamilton Convention Centre and HECFI, and indirectly inability to service both existing and potential clientele.

6. DOES THIS PACKAGE AFFECT OTHER DEPTS./BOARDS? IF SO, HOW?

Non-filling of position would affect revenues to both Hamilton Convention Centre and HECFI and, additionally, would affect incremental revenue generation to the City of Hamilton.

7. ARE THERE ALTERNATIVE METHODS OF PROVIDING OR ACHIEVING THE SERVICE AS DESCRIBED ABOVE. IF SO, HOW?

No.

8. PACKAGE RANKING BY - DEPT./BOARD: 1 OF 2

- COMMITTEE : OF

1987 CURRENT BUDGET ESTIMATESSERVICE/PROGRAM PACKAGE FOR COMMITTEE REVIEW

1. DEPT./LOCAL BOARD Sales and Marketing HECFI
2. ACCOUNT NO.(S) _____
3. CONSIDERATIONS: (A) AMOUNT \$ 19,640-Salary; \$3,500-Benefits; \$23,140-total
(B) EFFECTIVE DATE 1 April 1987
(C) INCLUDED ☒ OR NOT INCLUDED ☐ IN ESTIMATES
(D) AFFECTS CURRENT ☒ AND/OR EXPANSION ☒ LEVEL OF SERVICE

4. PACKAGE DESCRIPTION

Media/Public Relations Assistant

5. WHAT ARE THE CONSEQUENCES OF NOT FUNDING THIS PACKAGE?

(IF NOT INCLUDED IN ESTIMATES, EXPLAIN BENEFITS IF THIS PACKAGE IS FUNDED)

It would seriously affect ability to create awareness and promotion of HECFI facilities. Secondly, it would seriously affect servicing of role to client and indirectly could affect revenue picture.

6. DOES THIS PACKAGE AFFECT OTHER DEPTS./BOARDS? IF SO, HOW?

Yes, it would affect the promotion awareness level of HECFI activities, both to clientele and community and could increase cost of utilization of outside agency assistance.

7. ARE THERE ALTERNATIVE METHODS OF PROVIDING OR ACHIEVING THE SERVICE AS DESCRIBED ABOVE. IF SO, HOW?

Yes, but at a much higher cost factor level utilizing outside agency services.

8. PACKAGE RANKING BY - DEPT./BOARD: 2 OF 2

HECFI Form
 Dept: Corporate-Marketing

H.E.C.F.I.
 1987 SCHEDULE OF CONVENTIONS AND CONFERENCES

Account No. -----	Date of Event -----	Name of Event -----	Staff Name -----	1987 Estimate -----
8330-3091	March 1987	American Society of Assoc. Executives, California	Fred Bogden Nat Davidson	\$2,000 \$2,000
	August 1987	American Society of Assoc. Executives, New York	Fred Bogden Nat Davidson	\$1,750 \$1,750
	December 1987	Canadian Mtgs. & Incentive Travel Conference	Fred Bogden Nat Davidson	\$1,500 \$1,500
	June 1987	Meeting Planners International Conference, Winnipeg, Manitoba	Fred Bogden Sal Farrauto	\$1,500 \$1,500
	December 1987	Meeting Planners International Conference	Patsy Morgan Sal Farrauto	\$2,000 \$2,000
	July 1987	International Assoc. of Auditorium & Arena Managers Washington D.C.	Fred Bogden Joe Tsao	\$1,800 \$1,800
	Not set	International Assoc. of Auditorium Managers Annual Convention	Joe Tsao	\$1,500
	April 1987	International Assoc. of Auditorium Managers District 2 meeting Lexington, Kentucky	Joe Tsao	\$1,500
	August 1987	Canadian Association of Exposition Managers Calgary	Joe Tsao	\$1,500
	October 1987	International Country Music Buyers Assoc. Nashville	Joe Tsao	\$1,500
	August 1987	Cdn. Institute of Assoc. Executives Conference and Exposition, Saint John, N.B.	Nat Davidson Sal Farrauto	\$1,500 \$1,500

 \$30,100
 =====

HECFI Form
 Dept: Marketing

H.E.C.F.I.

1987 SCHEDULE OF MEMBERSHIPS AND SUBSCRIPTIONS

Account No. -----	Staff Name -----	Description of Courses -----	1987 Estimate -----
8360-3093	Fred Bogden Nat Davidson Sal Farrauto	Canadian Institute of Association Executives	\$825
	Fred Bogden Nat Davidson	American Society of Association Executives	\$600
	Patsy Morgan Sal Farrauto	Meeting Planners International	\$600
	Joe Tsao	Cdn. Assoc. of Exposition Managers	\$260
	Fred Bogden Nat Davidson Sal Farrauto Patsy Morgan	Hamilton & District Chamber of Commerce	\$700
	Nat Davidson Sal Farrauto	Hamilton Advertising & Sales Club	\$230
	HECFI	Greater Washington Society of Association Executives	\$300
	HECFI	Chicago Society of Association Executives	\$300
	HECFI	New York Society of Association Executives	\$300
	Fred Bogden	Rotary Club of Hamilton	\$165
	Fred Bogden	Ontario Tent - Variety Club	\$200
	Mary Webb	Association of Theatre, Press Agents & Managers	\$650
	Mary Webb	Performing Arts Publicists Assoc.	\$50
	Fred Bogden Joe Tsao	Billboard	\$350
	Fred Bogden Joe Tsao	Performance	\$290

- Continued -

HECFI Form
Dept: Marketing
-----H.E.C.F.I.
1987 SCHEDULE OF MEMBERSHIPS AND SUBSCRIPTIONS

Account No.	Staff Name	Description of Courses	1987 Estimate
-----	-----	-----	-----
	Fred Bogden Joe Tsao	Amusement Business	\$154
	Fred Bogden Joe Tsao	Association Trends	\$230
	Fred Bogden	Toronto Star	\$143
	Fred Bogden	Toronto Globe & Mail	\$165
	Fred Bogden	Hamilton Spectator	\$230
		CONTINGENCY	\$1,088
	TOTAL		----- \$7,830 =====

HECFI Form
Dept: Marketing
-----H.E.C.F.I.
1987 SCHEDULE OF TRAINING COURSES

Account No.	Staff Name	Description of Courses	1987 Estimate
-----	-----	-----	-----
8330-3094	Patsy Morgan	Marketing/Sales	\$620
	Sal Farrauto	Marketing/Sales	\$600
	Joe Tsao	Marketing/Sales	\$750
	Gail MacCaffrey	Administration	\$600
	Allison Hall	Marketing	\$750
	TOTAL		----- \$3,320 =====

HAMILTON CONVENTION CENTRE
DIVISION

INDEX

-	1987 Operating Budget Worksheets	Pages 1-11
-	1987 Expansion Service/Program Packages	Pages 12-15
-	1987 Schedule of Conventions and Conferences	Page 16
-	1987 Schedule of Memberships and Subscriptions	Page 17
-	1987 Schedule of Training Courses	Page 18

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY

WASHINGTON

- 1. The Secretary of Agriculture
- 2. The Secretary of the Interior
- 3. The Secretary of the Navy
- 4. The Secretary of the War
- 5. The Secretary of the State

DATE 11/14/86		HAMILTON CONVENTION CENTRE		TREASURY		THE CORPORATION OF THE CITY OF HAMILTON		PGM NO. P0YBL34		PAGE 1							
ACCOUNT		DESCRIPTION		1987 BUDGET WORKSHEET - FORM NO. 1		REVENUE ESTIMATES		INCREASE + DECREASE - OVER 1986 ESTIMATE		INCREASE + DECREASE - OVER 1986 ESTIMATE							
A Q D C B E DEPT J J T (1)		PROJECTED 1986 ACTUAL (3)		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLA- TIONARY COST (6)		EXPANSION SERVICE LEVEL (7)		1987 ORIGINAL ESTIMATE (4+5+6+7) (8)		1987 RESULTANT ADJUSTMENT INCREASE+ DECREASE- (9)		1987 ESTIMATE OVER 1986 (10)		AMOUNT PERCENT (10-4) (11) (11/4) (12)	
8304		HAMILTON CONVENTION CENTRE															
10		RENTAL AND LICENCE FEES															
00		EXPECTED 1986 ACTUALS		358,800													
10		WENTWORTH EXHIBITION HALL		108,000	18,000-	4,500		94,500		94,500		94,500		13,500-		12.5-	
11		DISPLAY WINDOWS-KING SUMMERS LANE		11,000	3,300+			14,300		14,300		14,300		3,300+		30.0+	
12		DISPLAY WINDOWS-WALKWAY		12,000				12,000		12,000		12,000					
20		ALBION ROOM		38,000	100+	1,900		40,000		40,000		40,000		2,000+		5.3+	
21		MEETING ROOM NO. 201		1,500				1,500		1,500		1,500					
22		MEETING ROOM NO.202		5,700	900+			6,600		6,600		6,600		900+		15.8+	
23		MEETING ROOM NO.203		4,700	100+			4,800		4,800		4,800		100+		2.1+	
24		MEETING ROOM NO.204		800	300+			1,100		1,100		1,100		300+		37.5+	
25		MEETING ROOM NO.205		4,000	700-			3,300		3,300		3,300		700-		17.5-	
26		MEETING ROOM NO.206		5,200	2,800+			8,000		8,000		8,000		2,800+		53.8+	
30		CHEDOKE BANQUET HALL		142,000	29,600-	5,600		118,000		118,000		118,000		24,000-		16.9-	
31		WEBSTER ROOM		32,000	12,600+	2,200		46,800		46,800		46,800		14,800+		46.3+	
32		MEETING ROOM 314		6,280	6,040+			12,320		12,320		12,320		6,040+		96.2+	
40		HAMILTON CONVENTION AND SHOW SERVICES		1,620	1,620-									1,620-			
55		PIANO RENTALS		1,400	1,000-	400		400		400		400		1,000-		71.4-	
60		RENTAL OF TABLES, CHAIRS, ETC.		8,800	5,820-			2,980		2,980		2,980		5,820-		66.1-	
		ACTIVITY TOTALS		358,800	30,600-	14,200		366,600		366,600		366,600		16,400-		4.3-	

DATE 11/14/86		HAMILTON CONVENTION CENTRE		TREASURY		1987 BUDGET WORKSHEET - FORM NO. 1		REVENUE ESTIMATES		PGM NO. PBPYBL34		PAGE 2									
ACCOUNT		DESCRIPTION (2)		PROJECTED 1986 ACTUAL (3)		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLATIONARY COST (6)		EXPANSION SERVICE LEVEL (7)		1987 ORIGINAL ESTIMATE (4+5+6+7) (8)		COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIATION (8+9) (10)		AMOUNT PERCENT (10-4) (11)		PERCENT (11/4) (12)	
8304		HAMILTON CONVENTION CENTRE																			
20		FOOD AND BEVERAGE SALES		1835,400																	
00		EXPECTED 1986 ACTUALS		1835,400																	
10		FOOD				991,000		278,810+		63,490		1333,300				1333,300		342,300+		34.5+	
15		COFFEE, TEA, JUICE, AND (NON-BAR) SOFT DRINKS				48,000		23,430+		3,570		75,000				75,000		27,000+		56.3+	
35		LIQUOR				184,000		12,570-		8,570		180,000				180,000		4,000-		2.2-	
40		BEER				98,000		8,470-		4,470		94,000				94,000		4,000-		4.1-	
45		WINE				143,000		17,960+		8,040		169,000				169,000		26,000+		18.2+	
50		SOFT DRINKS (BAR) AND FRUIT PUNCH				18,000		4,860+		1,140		24,000				24,000		6,000+		33.3+	
		ACTIVITY TOTALS		1835,400		1482,000		304,020+		89,280		1875,300				1875,300		393,300+		26.5+	
55		RECOVERIES																			
00		EXPECTED 1986 ACTUALS		70,800																	
50		RECOVERIES-AUDIO VISUAL SERVICES AND OPERATING EQUIPMENT				45,000		12,000+				57,000				57,000		12,000+		26.7+	
55		RECOVERIES-CASHIERS				10,000		7,700-				2,300				2,300		7,700-		77.0-	
56		RECOVERIES-BANQUET SERVICE STAFF				1,200		600-				600				600		600-		50.0-	
57		RECOVERIES-PORTERS				3,100		2,600-				500				500		2,600-		83.9-	
58		RECOVERIES-JANITORIAL SERVICES				5,000		2,500-				2,500				2,500		2,500-		50.0-	
59		RECOVERIES-SECURITY SERVICES				13,000		7,100-				5,900				5,900		7,100-		54.6-	

DATE 11/14/86		HAMILTON CONVENTION CENTRE		THE CORPORATION OF THE CITY OF HAMILTON		PGM NO. YBL34		PAGE 3	
		TREASURY		REVENUE ESTIMATES					
		1987 BUDGET WORKSHEET - FORM NO. 1							
ACCOUNT		PROJECTED		ADJUSTMENT		INFLATIONARY		1987	
A D D		1986		TO 1986		COST		ORIGINAL	
C B E		ESTIMATE		ESTIMATE		INCREASE+		ESTIMATE	
DEPT T J T		(3)		(5)		(6)		(8)	
(1)		(4)		(5)		(6)		(8)	

THE CORPORATION OF THE CITY OF HAMILTON									
DATE 11/14/86		HAMILTON CONVENTION CENTRE		TREASURY		EXPENDITURE ESTIMATES		PGM NO. PBPYBL34 PAGE 4	
ACCOUNT		HAMILTON CONVENTION CENTRE		1987 BUDGET WORKSHEET - FORM NO. 1					
A D D C B E DEPT T J T		HAMILTON CONVENTION CENTRE		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLATIONARY COST (6)		EXPANSION SERVICE LEVEL (7)	
DEPT (1)		DESCRIPTION (2)		PROJECTED 1986 ACTUAL (3)		1986 ESTIMATE (4)		1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	
								COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	
								1987 RESULTANT APPROPRIATION (8+9) (10)	
								AMOUNT PERCENT (10-4) (11) (11/4) (12)	
8340									
01	ADMINISTRATION								
01	SALARIES AND WAGES	151,000	173,340	3,900+	4,430	181,670	181,670	8,330+	4.8+
02	TEMPORARY HELP-OFFICE	500	3,000	80-	80	3,000	3,000		
04	LONG TERM DISABILITY PREMIUM	2,950	3,280	510+	90	3,880	3,880	600+	18.3+
05	PENSIONS	10,720	10,870	1,600+	510	12,980	12,980	2,110+	19.4+
07	UNEMPLOYMENT INSURANCE	2,430	2,920	280+	80	3,280	3,280	360+	12.3+
08	MEDICAL AND HOSPITAL	5,885	5,690	300+	280	6,270	6,270	580+	10.2+
10	GROUP LIFE INSURANCE	1,250	2,030	430-	40	1,640	1,640	390-	19.2-
11	TELEPHONES	22,000	19,200			19,200	19,200		
16	POSTAGE	2,400	2,400			2,400	2,400		
21	OFFICE SUPPLIES AND STATIONARY	6,500	6,500		500	7,000	7,000	500+	7.7+
31	REPAIRS AND MAINTENANCE-EQUIPMENT	500	1,000	40-	40	1,000	1,000		
42	INSURANCE	30,200	32,320	3,120-	2,800	32,000	32,000	320-	1.0-
46	PROVISION FOR BAD DEBTS	2,500	2,600			2,600	2,600		
68	OPERATING PURCHASES AND SERVICES	4,000	5,950	1,570-	180	4,560	4,560	1,390-	23.4-
71	OFFICE EQUIPMENT	1,440	1,440		60	1,500	1,500	60+	4.2+
83	RENTAL-OFFICE EQUIPMENT	8,900	9,400			9,400	9,400		
91	TRAVELLING	5,000	5,700	1,220-	200	4,680	4,680	1,020-	17.9-
93	MEMBERSHIPS AND SUBSCRIPTIONS	2,550	5,300	2,750-	100	2,650	2,650	2,650-	50.0-

ACCOUNT A O D C B E DEPT T J T (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT		1987 RESULTANT APPROPRIA- TION (8+9) (10)	INCREASE OVER 1986 ESTIMATE		AMOUNT (10-4) (11)	PERCENT (11/4) (12)
				INCREASE+	DECREASE-				INCREASE+	DECREASE-		INCREASE+	DECREASE-		

8340	HAMILTON CONVENTION CENTRE														
01	ADMINISTRATION														
94	TRAINING COURSES	1,200	2,800	900-		100		2,000			2,000			800-	28.6-
96	MEETINGS AND ENTERTAINMENT EXPENSES	900	3,000	170-		170		3,000			3,000				
	ACTIVITY TOTALS	262,825	298,740	3,690-		9,660		304,710			304,710			5,970+	2.0+

10	BUILDING MAINTENANCE														
01	SALARIES AND WAGES	21,485	21,500			540		22,040			22,040			540+	2.5+
02	TEMPORARY HELP	9,000	9,900			1,100		11,000			11,000			1,100+	11.1+
04	LONG TERM DISABILITY PREMIUM	444	460			20		480			480			20+	4.3+
05	PENSIONS	1,660	1,660			80		1,740			1,740			80+	4.8+
07	UNEMPLOYMENT INSURANCE	925	980			50		1,030			1,030			50+	5.1+
08	MEDICAL AND HOSPITAL	1,664	1,650			70		1,720			1,720			70+	4.2+
10	GROUP LIFE INSURANCE	182	190			10		200			200			10+	5.3+
13	WATER RATES AND SEWER SURCHARGE	7,600	8,500	250-		250		8,500			8,500				
17	WINDOW CLEANING	4,800	6,000	1,200-		200		5,000			5,000			1,000-	16.7-
18	GARBAGE DISPOSAL	5,200	5,000	280+		220		5,500			5,500			500+	10.0+
19	CONTRACTUAL SERVICES-VARIOUS	11,000	13,780			220		14,000			14,000			220+	1.6+
20	CONTRACTUAL SERVICES-CLOCKS	673	660			40		700			700			40+	6.1+
22	CLEANING AND WASHROOM SUPPLIES	5,000	6,140	880+		230		7,300			7,300			1,160+	18.9+

THE CORPORATION OF THE CITY OF HAMILTON										PGM NO. PBPYBL34									
DATE 11/14/86		HAMILTON CONVENTION CENTRE		TREASURY		EXPENDITURE ESTIMATES		PAGE 6											
1987 BUDGET WORKSHEET - FORM NO. 1																			
ACCOUNT		PROJECTED 1986 ACTUAL (3)		1986 ESTIMATE (4)		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLATIONARY COST (6)		EXPANSION SERVICE LEVEL (7)		1987 ORIGINAL ESTIMATE (4+5+6+7) (8)		COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIATION (8+9) (10)		INCREASE OVER 1986 ESTIMATE	
DEPT T J Y (1)		DESCRIPTION (2)		1986 ESTIMATE (4)		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLATIONARY COST (6)		EXPANSION SERVICE LEVEL (7)		1987 ORIGINAL ESTIMATE (4+5+6+7) (8)		COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIATION (8+9) (10)		INCREASE OVER 1986 ESTIMATE	
8340		HAMILTON CONVENTION CENTRE																	
10		BUILDING MAINTENANCE																	
23		OPERATING SUPPLIES		2,000		1,400		900+		100		2,400				2,400		1,000+ 71.4+	
29		DECORATIONS		1,000		1,000		40-		40		1,000				1,000			
30		SMALL TOOLS		400		400						400				400			
31		REPAIRS AND MAINTENANCE-COORDINATED BY CENTRAL UTILITIES		42,600		48,200		4,200+		2,150		54,550				54,550		6,350+ 13.2+	
32		REPAIRS AND MAINTENANCE-GROUNDS				3,000		120-		120		3,000				3,000			
33		REPAIRS AND MAINTENANCE-BUILDING		75,000		50,000		2,890+		2,110		55,000				55,000		5,000+ 10.0+	
34		REPAIRS AND MAINTENANCE-LIGHTING		16,280		16,280		2,470+		750		19,500				19,500		3,220+ 19.8+	
35		REPAIRS AND MAINTENANCE-ELECTRICAL		10,080		10,080		10,080-										10,080-	
37		MAINTENANCE-GENERAL CLEANING		78,000		78,000		5,650+		3,350		87,000				87,000		9,000+ 11.5+	
39		REPAIRS AND MAINTENANCE-ELEVATORS/ESCALATORS		43,680		43,680				2,320		46,000				46,000		2,320+ 5.3+	
68		OPERATING PURCHASES AND SERVICES		1,200		1,200		50-		50		1,200				1,200			
ACTIVITY TOTALS				339,873		329,660		5,530+		14,070		349,260				349,260		19,600+ 5.9+	

DATE 11/14/86

HAMILTON CONVENTION
CENTRE

TREASURY

EXPENDITURE ESTIMATES

PAGE 7

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT T J T (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)		1986 ESTIMATE (4)		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLA- TIONARY COST (6)		EXPANSION SERVICE LEVEL (7)		1987 ORIGINAL ESTIMATE (4+5+6+7) (8)		COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIA- TION (8+9) (10)		INCREASE + DECREASE - OVER 1986 ESTIMATE (10-4) (11)		PERCENT (11/4) (12)	

8340 HAMILTON CONVENTION
CENTRE

17 OPERATIONS

01	SALARIES AND WAGES	24,510	24,510	24,510	650	10,350	35,510	35,510	11,000+	44.9+
02	TEMPORARY HELP-STOREMAN	12,000	12,930	12,930	630+	3,390	10,450	10,450	2,480-	19.2-
03	TEMPORARY HELP-INFORMATION DESK	32,000	30,060	30,060	2,600+	2,770	32,200	32,200	2,140+	7.1+
04	LONG TERM DISABILITY PREMIUM	507	530	530		20	760	760	230+	43.4+
05	PENSIONS	2,400	2,430	2,430	70+	300	3,390	3,390	960+	39.5+
07	UNEMPLOYMENT INSURANCE	1,980	2,190	2,190	100+	80	2,370	2,370	180+	8.2+
08	MEDICAL AND HOSPITAL	1,660	1,650	1,650		70	1,900	1,900	250+	15.2+
10	GROUP LIFE INSURANCE	204	220	220		10	320	320	100+	45.5+
23	OPERATING SUPPLIES	500	200	200	40+	10	250	250	50+	25.0+
28	FIRST AID SUPPLIES	400								
68	TOBACCO SUPPLIES	1,600	2,400	2,400	1,050-	50	1,400	1,400	1,000-	41.7-

ACTIVITY TOTALS

77,761	77,120	7,350	1,690	88,550	88,550	11,430+	14.8+
--------	--------	-------	-------	--------	--------	---------	-------

18 SECURITY

19	CONTRACTUAL SERVICES- SECURITY	92,000	92,000	92,000	2,000+	4,000	98,000	98,000	6,000+	6.5+
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ACTIVITY TOTALS

92,000	92,000	4,000	98,000	98,000	6,000+	6.5+
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THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

HAMILTON CONVENTION
CENTRE

TREASURY

EXPENDITURE ESTIMATES

PAGE 8

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT

A D D

C B E

DEPT T J T

(1)

PROJECTED

1986

ACTUAL

(3)

DESCRIPTION

(2)

ADJUSTMENT

TO 1986

ESTIMATE

INCREASE+

DECREASE-

(5)

1986

ESTIMATE

(4)

INFLA-

TIONARY

COST

(6)

1987

ORIGINAL

ESTIMATE

(8)

EXPANSION

SERVICE

LEVEL

(7)

COMMITTEE

ADJUSTMENT

INCREASE+

DECREASE-

(9)

1987

RESULTANT

-TION

(10)

1987

APPROPRIA

(11)

INCREASE +

DECREASE -

OVER 1986

ESTIMATE

AMOUNT PERCENT

(10-4)

(11/4)

(12)

8340 HAMILTON CONVENTION
CENTRE

20 FOOD AND BEVERAGE-
ADMINISTRATION AND CLIENT
SERVICES

01	SALARIES AND WAGES	93,000	100,010	810+	2,520	103,340	103,340	3,330+	3.3+
02	GRATUITY RECOVERIES ON SALARIES	19,500-	14,600-	5,500-		20,100-	20,100-	5,500-	37.7-

04	LONG TERM DISABILITY PREMIUM	1,570	2,140	20+	50	2,210	2,210	70+	3.3+
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05	PENSIONS	6,800	7,100	60+	590	7,750	7,750	650+	9.2+
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07	UNEMPLOYMENT INSURANCE	2,310	2,620	30+	260	2,910	2,910	290+	11.1+
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08	MEDICAL AND HOSPITAL	2,055	4,670	1,050-	250	3,870	3,870	800-	17.1-
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10	GROUP LIFE INSURANCE	700	890	10+	20	920	920	30+	3.4+
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21	OFFICE SUPPLIES AND PRINTING	2,200	1,200	1,500+	100	2,800	2,800	1,600+	133.3+
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29	PRINTING OF MENUS, ETC.	5,000	4,800	490+	210	5,500	5,500	700+	14.6+
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44	TRANSPORTATION OF MONEY	900	900	40-	40	900	900		
----	-------------------------	-----	-----	-----	----	-----	-----	--	--

48	CASH SHORT/OVER								
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50	CREDIT CARD SERVICE CHARGE	500	500	20-	20	500	500		
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93	MEMBERSHIPS AND SUBSCRIPTIONS	250	250	10-	10	250	250		
----	----------------------------------	-----	-----	-----	----	-----	-----	--	--

94	TRAINING COURSES	200	750	30-	30	750	750		
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96	ENTERTAINMENT EXPENSES	200	450	650+	50	1,150	1,150	700+	155.6+
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ACTIVITY TOTALS		96,185	111,680	3,080-	4,150	112,750	112,750	1,070+	1.0+
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THE CORPORATION OF THE CITY OF HAMILTON

DATE 11/14/86

PGM NO. PBPYBL34

HAMILTON CONVENTION
CENTRE

TREASURY

EXPENDITURE ESTIMATES

PAGE 10

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT

DEPT T J T
C B E
A O D
(1)

DESCRIPTION
(2)

PROJECTED
1986
ACTUAL
(3)

1986
ESTIMATE
(4)

ADJUSTMENT
TO 1986
ESTIMATE
INCREASE+
DECREASE-
(5)

INFLA-
TIONARY
COST
(6)

EXPANSION
SERVICE
LEVEL
(7)

1987
ORIGINAL
ESTIMATE
(4+5+6+7)
(8)

COMMITTEE
ADJUSTMENT
INCREASE+
DECREASE-
(9)

1987
RESULTANT
APPROPRIA-
TION
(8+9)
(10)

INCREASE +
DECREASE -
OVER 1986
ESTIMATE

AMOUNT PERCENT
(10-4) (11/4)
(11) (12)

8340 HAMILTON CONVENTION
CENTRE

24 FOOD AND BEVERAGE-BANQUET

01	SALARIES AND WAGES	134,405	131,610	9,130+	3,520	29,970	174,230	174,230	42,620+	32.4+
02	GRATUITY RECOVERY ON SALARIES	39,000-	29,200-	11,000-			40,200-	40,200-	11,000-	37.7-
03	TEMPORARY HELP-CASHIERS	34,000	33,710	4,230-	2,820		32,300	32,300	1,410-	4.2-
04	LONG TERM DISABILITY PREMIUM	2,340	2,820	40+	60	640	3,560	3,560	740+	26.2+

05	PENSIONS	14,520	12,490	1,900+	2,170	1,790	18,350	18,350	5,860+	46.9+
06	TEMPORARY HELP-SERVICE STAFF	144,000	115,310	43,880+	17,160	9,900-	166,450	166,450	51,140+	44.4+
07	UNEMPLOYMENT INSURANCE	13,400	9,480	2,580+	2,500	210	14,770	14,770	5,290+	55.8+
08	MEDICAL AND HOSPITAL	4,650	7,270	1,460-	260	1,450	7,520	7,520	250+	3.4+
09	TEMPORARY HELP-PORTER STAFF	117,000	109,400	32,080+	19,500	13,000-	147,980	147,980	38,580+	35.3+

10	GROUP LIFE INSURANCE	1,010	1,180	20+	10	270	1,480	1,480	300+	25.4+
23	OPERATING SUPPLIES	50,000	25,400	3,450+	1,150		30,000	30,000	4,600+	18.1+
24	MEETING ROOM SUPPLIES	8,000	4,000	150-	150		4,000	4,000		
27	UNIFORMS, CLOTHING AND LAUNDRY	26,000	20,800	3,240+	960		25,000	25,000	4,200+	20.2+

28	LINEN CLEANING	32,000	30,000	2,700+	1,300		34,000	34,000	4,000+	13.3+
32	REPAIRS AND MAINTENANCE EQUIPMENT	5,000	3,000	110-	110		3,000	3,000		
65	BEVERAGE COSTS	150,000	155,050	3,830-	7,560		158,780	158,780	3,730+	2.4+
68	OPERATING PURCHASES AND SERVICES	3,400	2,500	1,080+	140		3,720	3,720	1,220+	48.8+

ACCOUNT	DESCRIPTION	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)	INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	DECREASE OVER 1986 ESTIMATE	AMOUNT PERCENT (10-4) (11) (12)
A O D C B E DEPT T J T (1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
8340	HAMILTON CONVENTION CENTRE										
24	FOOD AND BEVERAGE-BANQUET										
71	REPLACEMENT-CHINA	6,478	3,000	110-	110		3,000		3,000		
72	REPLACEMENT-GLASSWARE	9,980	6,000	220-	220		6,000		6,000		
73	REPLACEMENT-SILVER	8,490	3,000	110-	110		3,000		3,000		
74	REPLACEMENT-LINEN (FELT AND SKIRTING)	4,000	4,000	150-	150		4,000		4,000		
75	OPERATING EQUIPMENT -RENTALS AND SERVICES	61,000	45,000	16,990+	2,540		64,530		64,530	19,530+	43.4+

24	FOOD AND BEVERAGE-BANQUET													
71	REPLACEMENT-CHINA	6,478	3,000	110-	110			3,000			3,000			
72	REPLACEMENT-GLASSWARE	9,980	6,000	220-	220			6,000			6,000			
73	REPLACEMENT-SILVER	8,490	3,000	110-	110			3,000			3,000			
74	REPLACEMENT-LINEN (FELT AND SKIRTING)	4,000	4,000	150-	150			4,000			4,000			
75	OPERATING EQUIPMENT -RENTALS AND SERVICES	61,000	45,000	16,990+	2,540			64,530			64,530			43.4+
ACTIVITY TOTALS		790,673	695,820	95,720+	62,500	11,430	865,470				865,470	169,650+	24.4+	
TOTAL BUDGET REQUEST		2,383,887	2,198,560	218,690+	145,090	13,120	2,575,460				2,575,460	376,900+	17.1+	

1987 CURRENT BUDGET ESTIMATESSERVICE/PROGRAM PACKAGE FOR COMMITTEE REVIEW

1. DEPT./LOCAL BOARD Hamilton Convention Centre
2. ACCOUNT NO.(S) 8340 - 2401
3. CONSIDERATIONS: (A) AMOUNT \$ 7440.00
- (B) EFFECTIVE DATE January 1st, 1987
- (C) INCLUDED ☒ OR NOT INCLUDED ☐ IN ESTIMATES
- (D) AFFECTS CURRENT ☐ AND/OR EXPANSION ☒ LEVEL OF SERVICE

4. PACKAGE DESCRIPTION

The position of Head Porter to be a full-time position. The Head Porter co-ordinates and manages the day to day operation of Banquet Set-Ups under the direction of the Assistant Banquet Manager. This position is an integral part of the Banquet Department. Presently the incumbent in the part-time position works in excess of 40.0 hours per week on a regular basis. The cost of this package is net of any savings in part-time wages.

5. WHAT ARE THE CONSEQUENCES OF NOT FUNDING THIS PACKAGE?

(IF NOT INCLUDED IN ESTIMATES, EXPLAIN BENEFITS IF THIS PACKAGE IS FUNDED)

The porters, approximately 30 staff, will be supervised by a part-time Supervisor who will continue to work in excess of 40.0 hours per week. However, the standard and effectiveness of the supervision will decrease in direct proportion to the decrease in employee morale.

6. DOES THIS PACKAGE AFFECT OTHER DEPTS./BOARDS? IF SO, HOW?

NO

7. ARE THERE ALTERNATIVE METHODS OF PROVIDING OR ACHIEVING THE SERVICE AS DESCRIBED ABOVE. IF SO, HOW?

NO

8. PACKAGE RANKING BY - DEPT./BOARD: 1 OF 4
- COMMITTEE : OF

1987 CURRENT BUDGET ESTIMATESSERVICE/PROGRAM PACKAGE FOR COMMITTEE REVIEW

1. DEPT./LOCAL BOARD Hamilton Convention Centre
2. ACCOUNT NO.(S) 8340 - 2401
3. CONSIDERATIONS: (A) AMOUNT \$ 3990.00
- (B) EFFECTIVE DATE April 1st, 1987
- (C) INCLUDED ☒ OR NOT INCLUDED ☐ IN ESTIMATES
- (D) AFFECTS CURRENT ☐ AND/OR EXPANSION ☒ LEVEL OF SERVICE

4. PACKAGE DESCRIPTION

The Banquet Secretary is an integral part of the Banquet Department. The secretary is responsible for the co-ordination of over 200 employees, the payroll, and preparation of invoices along with daily secretarial duties that the position entails. Presently the duties are performed by a part-time member of staff. The cost of this package is net of any savings in part-time wages.

5. WHAT ARE THE CONSEQUENCES OF NOT FUNDING THIS PACKAGE?

(IF NOT INCLUDED IN ESTIMATES, EXPLAIN BENEFITS IF THIS PACKAGE IS FUNDED)

The duties of the Banquet Secretary will continue to be performed by a part-time member of staff. The morale of the staff member will decrease ultimately leading to a resignation and turmoil in the Banquet Department.

6. DOES THIS PACKAGE AFFECT OTHER DEPTS./BOARDS? IF SO, HOW?

NO

7. ARE THERE ALTERNATIVE METHODS OF PROVIDING OR ACHIEVING THE SERVICE AS DESCRIBED ABOVE. IF SO, HOW?

NO

8. PACKAGE RANKING BY - DEPT./BOARD: 2 OF 4

- COMMITTEE : OF

1987 CURRENT BUDGET ESTIMATESSERVICE/PROGRAM PACKAGE FOR COMMITTEE REVIEW

1. DEPT./LOCAL BOARD Hamilton Convention Centre
2. ACCOUNT NO.(S) 8340 - 1701
3. CONSIDERATIONS: (A) AMOUNT \$ 510.00
- (B) EFFECTIVE DATE July 1st, 1987
- (C) INCLUDED ☒ OR NOT INCLUDED ☐ IN ESTIMATES
- (D) AFFECTS CURRENT ☐ AND/OR EXPANSION ☒ LEVEL OF SERVICE

4. PACKAGE DESCRIPTION

The Storeman assists the Purchaser/Receiver in the performance of her duties and has done so since the opening of the facility. The duties have been performed by a part-time member of staff working in excess of 40.0 hours every week. The cost of this package is net of any savings in part-time wages.

5. WHAT ARE THE CONSEQUENCES OF NOT FUNDING THIS PACKAGE?

(IF NOT INCLUDED IN ESTIMATES, EXPLAIN BENEFITS IF THIS PACKAGE IS FUNDED)

The duties of the Storeman will continue to be performed by a part-time staff member working in excess of 40.0 hours a week. The morale of the staff member will decrease ultimately leading to a resignation and turmoil in the loading dock.

6. DOES THIS PACKAGE AFFECT OTHER DEPTS./BOARDS? IF SO, HOW?

NO

7. ARE THERE ALTERNATIVE METHODS OF PROVIDING OR ACHIEVING THE SERVICE AS DESCRIBED ABOVE. IF SO, HOW?

NO

8. PACKAGE RANKING BY - DEPT./BOARD: 3 OF 4

- COMMITTEE : OF

1987 CURRENT BUDGET ESTIMATESSERVICE/PROGRAM PACKAGE FOR COMMITTEE REVIEW

1. DEPT./LOCAL BOARD Hamilton Convention Centre
2. ACCOUNT NO.(S) 8340 - 1701
3. CONSIDERATIONS: (A) AMOUNT \$ 1180.00
- (B) EFFECTIVE DATE October 1st, 1987
- (C) INCLUDED ☒ OR NOT INCLUDED ☐ IN ESTIMATES
- (D) AFFECTS CURRENT ☐ AND/OR EXPANSION ☒ LEVEL OF SERVICE

4. PACKAGE DESCRIPTION

The position of Information Desk Supervisor was created in 1983 to supervise and improve the information desk. Since the opening of the pedestrian bridge the department has expanded along with the increase of business. This position has become a full-time position and should be recognized as such. The incumbent in this position works in excess of 40.0 hours per week on a regular basis. The cost of this package is net of any savings in part-time wages.

5. WHAT ARE THE CONSEQUENCES OF NOT FUNDING THIS PACKAGE?

(IF NOT INCLUDED IN ESTIMATES, EXPLAIN BENEFITS IF THIS PACKAGE IS FUNDED)

The duties of the Information Desk Supervisor will continue to be performed by a part-time member of staff. The morale of the staff member will decrease ultimately leading to a resignation and turmoil at the information desk.

6. DOES THIS PACKAGE AFFECT OTHER DEPTS./BOARDS? IF SO, HOW?

NO

7. ARE THERE ALTERNATIVE METHODS OF PROVIDING OR ACHIEVING THE SERVICE AS DESCRIBED ABOVE. IF SO, HOW?

NO

8. PACKAGE RANKING BY - DEPT./BOARD: 4 OF 4
- COMMITTEE : OF

HECFI Form
Dept: Convention Centr
-----H.E.C.F.I.
1987 SCHEDULE OF CONVENTIONS AND CONFERENCES

Account No.	Date of Event	Name of Event	Staff Name	1987 Estimate
-----	-----	-----	-----	-----
8340-0191		IAAM Convention	William Penfold	\$800
		Convention Centre Seminar	William Penfold	\$800
		Automobile Travel (Toronto)	William Penfold	\$500
		ASAE/IAE Convention	William Penfold	\$800
		IAAM Workshop	Steve Dockman	\$1,500
		Trade Shows (Toronto):	Steve Dockman	.
		1. Host Ex		\$40
		2. National Fire Prevention Security, Safety Exhibition		\$40
		Trade Shows (Toronto):	Five Operations	
		Host Ex	Personnel	\$50
		Contingency		\$150
			TOTAL	----- \$4,680 =====

HECFI Form
 Dept. Convention Centre

H.E.C.F.I.
 1987 SCHEDULE OF MEMBERSHIPS AND SUBSCRIPTIONS

Account No. -----	Staff Name -----	Description of Courses -----	1987 Estimate -----
8340-0193	William Penfold	Rotary	\$300
		Chamber of Commerce	\$175
		Canadian Club	\$50
		IAE Hamilton/Toronto	\$300
		CAEM	\$300
		Meeting Planners International	\$300
		Executive Report	\$100
		Convention Food Service News	\$100
		Management Tapes	\$200
	Steve Dockman	Canadian Restaurant & Food Services Association	\$500
	Robin Laking	Canadian Club	\$50
		Contingency	\$275
	TOTAL		----- \$2,650 =====

HECFI Form
 Dept: Convention Centre

H.E.C.F.I.
 1987 SCHEDULE OF TRAINING COURSES

Account No.	Staff Name	Description of Courses	1987 Estimate
-----	-----	-----	-----
8340-0194	Stephen Dockman Bruce McCrady Peter Kopach Delores Raycraft Sam Haining	Food & Beverage Related Courses	\$1,000
	Other Staff	Various Management Related Courses offered by the City and Region	\$500
	William Penfold	Management Related Courses	\$500
			----- \$2,000
8340-2094	Robin Laking Arlene Murphy Cheryl Bogie Martha Heracus	Various Management Related Courses offered by the City and Region	\$750
			----- \$750
	TOTAL		----- \$2,750 =====

HAMILTON PLACE
DIVISION

INDEX

-	1987 Operating Budget Worksheets	Pages 1-12
-	1987 Schedule of Conventions and Conferences	Page 13
-	1987 Schedule of Memberships and Subscriptions	Page 14
-	1987 Schedule of Training Courses	Page 15

UNITED STATES
OFFICE

1902

- 1st General Board Conference
- 1st Schedule of Regulations and Instructions
- 1st Schedule of Regulations and Instructions
- 1st Schedule of Regulations and Instructions

THE CORPORATION OF THE CITY OF HAMILTON																					
DATE 11/14/86		HAMILTON PLACE		TREASURY		1987 BUDGET WORKSHEET - FORM NO. 1		REVENUE ESTIMATES		PGM NO. P000834 PAGE 1											
ACCOUNT		DESCRIPTION		PROJECTED 1986 ACTUAL		ESTIMATE		ADJUSTMENT TO 1986 ESTIMATE		INFLATIONARY COST		EXPANSION SERVICE LEVEL		1987 ORIGINAL ESTIMATE		COMMITTEE ADJUSTMENT		1987 RESULTANT APPROPRIATION		AMOUNT PERCENT	
(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)		(10)		(11/4) (12)	
8305		HAMILTON PLACE																			
10		RENTALS, LICENCE FEES AND SHOW REVENUE-GREAT HALL																			
01		RENTALS-SHOWS		285,000		322,000				20,000				342,000				342,000		20,000+ 6.2+	
		ACTIVITY TOTALS		285,000		322,000				20,000				342,000				342,000		20,000+ 6.2+	
11		RENTALS, LICENCE FEES AND SHOW REVENUE-STUDIO THEATRE																			
01		RENTALS-SHOW		62,200		62,200				5,130				67,330				67,330		5,130+ 8.2+	
		ACTIVITY TOTALS		62,200		62,200				5,130				67,330				67,330		5,130+ 8.2+	
12		OTHER RENTALS																			
01		MEETING ROOMS		8,000		6,100				290				6,390				6,390		290+ 4.8+	
02		HAMILTON PHILHARMONIC		16,300		16,300				770				17,070				17,070		770+ 4.7+	
03		HECFI MARKETING AND SALES		6,600		6,490		4,150+						10,640				10,640		4,150+ 63.9+	
04		HAMILTON AND REGION ARTS COUNCIL		6,195		6,190				280				6,470				6,470		280+ 4.5+	
05		OPERA HAMILTON		4,657		4,150		4,150+		400				8,700				8,700		4,550+ 109.6+	
06		BACH ELGAR CHOIR		4,075		4,070				190				4,260				4,260		190+ 4.7+	
07		GERITOL FOLIES		1,600				2,400+						2,400				2,400		2,400+	
50		EQUIPMENT RENTALS		1,600																	
55		PIANO RENTALS		1,000				1,000+						1,000				1,000		1,000+	
70		COMPUTER SIGN RENTALS		7,200		7,200								7,200				7,200			

THE CORPORATION OF THE CITY OF HAMILTON										PGM NO. PBPYBL34									
DATE 11/14/86		HAMILTON PLACE		TREASURY		1987 BUDGET WORKSHEET - FORM NO. 1				REVENUE ESTIMATES		PAGE 2							
ACCOUNT		DESCRIPTION		PROJECTED		1986		ADJUSTMENT		INFLA-		1987		COMMITTEE		1987		INCREASE +	
A O D		C B E		ACTUAL		ESTIMATE		TO 1986		TIONARY		ORIGINAL		ADJUSTMENT		RESULTANT		DECREASE -	
DEPT J T		(1)		(3)		(4)		(5)		(6)		(4+5+6+7)		(8+9)		(10)		(11/4)	
		(2)										(8)		(10)				(12)	
8305		HAMILTON PLACE																	
12		OTHER RENTALS																	
99		OTHER																	
		ACTIVITY TOTALS		57,227		50,500		11,700+		1,930		64,130		64,130		13,630+		27.0+	
20		FOOD AND BEVERAGE SALES																	
10		CATERING		25,000		30,000		5,000-				25,000		25,000		5,000-		16.7-	
35		LIQUOR		80,000		91,900		11,900-				80,000		80,000		11,900-		12.9-	
40		BEER		35,000		41,400		6,400-				35,000		35,000		6,400-		15.5-	
45		WINE		20,000		22,500		2,500-				20,000		20,000		2,500-		11.1-	
50		SOFT DRINKS (BAR)		28,000		28,200		200-				28,000		28,000		200-		.7-	
		ACTIVITY TOTALS		188,000		214,000		26,000-				188,000		188,000		26,000-		12.1-	
55		RECOVERIES																	
58		RECOVERIES-JANITORIAL SERVICES		122															
59		RECOVERIES-SECURITY SERVICES		2,600															
60		RECOVERIES-STAGE HANDS SERVICES		518,000		467,040		39,450+		17,910		524,400		524,400		57,360+		12.3+	
61		RECOVERIES-ADVERTISING		198,610		190,000				8,550		198,550		198,550		8,550+		4.5+	
62		RECOVERIES-MONTHLY CALENDAR		12,500				13,000+				13,000		13,000		13,000+			
63		RECOVERIES-HOUSE PROGRAM ADVERTISING		51,000				51,000+				51,000		51,000		51,000+			

DATE 11/14/86

THE CORPORATION OF THE CITY OF HAMMONTON

PGM NO. PBL34

HAMILTON PLACE

TREASURY

REVENUE ESTIMATES

PAGE 3

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT Y J Y (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIA- TION (8+9) (10)	INCREASE + DECREASE - OVER 1986 ESTIMATE (11/4) (12)	

8305	HAMILTON PLACE							271,500			271,500		
55	RECOVERIES												
99	RECOVERIES-OTHER SERVICES AND COSTS	271,500	48,000	223,500+									
	ACTIVITY TOTALS	1054,332	705,040	326,950+	26,460			1058,450			1058,450	353,410+	50.1+
60	OTHER REVENUE												
51	COMMISSION-SOUVENIR, PROGRAMMES, ETC.	8,000	6,600					6,600			6,600		
55	BELL CANADA COMMISSION	500	200	300+				500			500	300+	150.0+
60	ADMINISTRATION FEES	484											
62	COAT CHECK	10,200	10,200	460+				10,660			10,660	460+	4.5+
71	ADVERTISING-TRANSIENT VOLUME RATE	15,100		15,700+				15,700			15,700	15,700+	
72	MAILING LIST	38,000		42,500+				42,500			42,500	42,500+	
99	MISCELLANEOUS	40,000	14,800		660			15,460			15,460	660+	4.5+
	ACTIVITY TOTALS	112,284	31,800	58,960+	660			91,420			91,420	59,620+	187.5+
	TOTAL BUDGET REQUEST	1,759,043	1,385,540	371,610+	54,180			1,811,330			1,811,330	425,790+	30.7+

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT	DEPT	DESCRIPTION	PROJECTED 1986 ACTUAL	1986 ESTIMATE	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE-	INFLA- TIONARY COST	EXPANSION SERVICE LEVEL	1987 ORIGINAL ESTIMATE	COMMITTEE ADJUSTMENT INCREASE+ DECREASE-	1987 RESULTANT APPROPRIA- TION	AMOUNT PERCENT OVER 1986 ESTIMATE (10-4) (11)	DECREASE - (11/4) (12)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
8350		HAMILTON PLACE										
01		ADMINISTRATION										
83		RENTAL-OFFICE EQUIPMENT	1,700	2,100				2,100		2,100		
91		TRAVELLING	7,000	12,000	6,500-			5,500		5,500	6,500-	54.2-
93		MEMBERSHIPS AND SUBSCRIPTIONS	4,000	4,820				4,820		4,820		
94		TRAINING COURSES			1,000+			1,000		1,000	1,000+	
96		MEETINGS, RECEPTIONS AND ENTERTAINMENT	6,000	11,700	2,700-			9,000		9,000	2,700-	23.1-
		ACTIVITY TOTALS	346,925	377,580	13,110-	8,860		373,330		373,330	4,250-	1.1-
10		MAINTENANCE										
01		SALARIES AND WAGES	42,830	42,860		1,090		43,950		43,950	1,090+	2.5+
02		TEMPORARY HELP	16,000	15,910		790		16,700		16,700	790+	5.0+
04		LONG TERM DISABILITY PREMIUM	900	920		30		950		950	30+	3.3+
05		PENSIONS	3,300	3,270		190		3,460		3,460	190+	5.8+
07		UNEMPLOYMENT INSURANCE	1,315	1,360		40		1,400		1,400	40+	2.9+
08		MEDICAL AND HOSPITAL	686	680		30		710		710	30+	4.4+
10		GROUP LIFE INSURANCE	356	380		20		400		400	20+	5.3+
13		WATER RATES AND SEWER SURCHARGE	4,850	4,160	690+	150		5,000		5,000	840+	20.2+
17		WINDOW CLEANING	6,900	6,900		300		7,200		7,200	300+	4.3+
18		GARBAGE DISPOSAL	2,140	2,140		360		2,500		2,500	360+	16.8+
19		CONTRACTUAL SERVICES- VARIOUS	5,080	3,220	1,800+	200		5,220		5,220	2,000+	62.1+

THE CORPORATION OF THE CITY OF HAMILTON										PGM NO. PBPYBL34		
DATE 11/14/86		HAMILTON PLACE		TREASURY		EXPENDITURE ESTIMATES		PAGE 6				
1987 BUDGET WORKSHEET - FORM NO. 1												
ACCOUNT	DEPT (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)	INFLATIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIATION (8+9) (10)	INCREASE + DECREASE - OVER 1986 ESTIMATE (11)	PERCENT (11/4) (12)
8350	10	HAMILTON PLACE MAINTENANCE										
20		CONTRACTUAL SERVICES- CLOCKS	948	960				960		960		
22		CLEANING AND WASHROOM SUPPLIES	6,560	6,560		290		6,850		6,850	290+	4.4+
23		OPERATING SUPPLIES	1,000	1,000		50		1,050		1,050	50+	5.0+
31		REPAIRS AND MAINTENANCE- COORDINATED BY CENTRAL UTILITIES	19,950	20,550	11,030+	720		32,300		32,300	11,750+	57.2+
32		REPAIRS AND MAINTENANCE- GROUNDS	3,000	3,000	500+	160		3,660		3,660	660+	22.0+
33		REPAIRS AND MAINTENANCE- BUILDINGS	20,000	32,850				32,850		32,850		
34		REPAIRS AND MAINTENANCE- LIGHTING	10,300	10,300		460		10,760		10,760	460+	4.5+
35		REPAIRS AND MAINTENANCE- ELECTRICAL	8,900	8,900	8,900-						8,900-	
37		MAINTENANCE-GENERAL CLEANING	66,300	66,300		3,300		69,600		69,600	3,300+	5.0+
39		REPAIRS AND MAINTENANCE- ELEVATORS	15,480	15,480		690		16,170		16,170	690+	4.5+
68		OPERATING PURCHASES AND SERVICES	720	720				720		720		
74		FURNISHINGS	6,600	6,600		330		6,930		6,930	330+	5.0+
ACTIVITY TOTALS			244,115	255,020	5,120+	9,200		269,340		269,340	14,320+	5.6+

AMOUNT	PERCENT
(10-4)	(11/4)
(11)	(12)

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT	DEPT	DESCRIPTION	PROJECTED 1986 ACTUAL	1986 ESTIMATE	ADJUSTMENT TO 1986 ESTIMATE	INFLA- TIONARY COST	EXPANSION SERVICE LEVEL	1987 ORIGINAL ESTIMATE	COMMITTEE ADJUSTMENT INCREASE+ DECREASE-	1987 RESULTANT ADJUSTMENT	50+	50+	50+	INCREASE + DECREASE - OVER 1986 ESTIMATE
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
8350		HAMILTON PLACE												
16		FRONT OF HOUSE	1,260	1,000		50		1,050		1,050				
68		OPERATING PURCHASES AND SERVICES												
75		OPERATING EQUIPMENT	82											
		ACTIVITY TOTALS	111,592	130,100	8,550+	8,770		147,420		147,420		17,320+	13.3+	
17		OPERATION-SPECIFIC SHOW EXPENSES												
01		WAGES-PERMANENT STAGE HANDS	87,300	80,000	6,100+	3,900		90,000		90,000		10,000+	12.5+	
05		PENSIONS	23,610	21,000	3,000+	740		24,740		24,740		3,740+	17.8+	
07		UNEMPLOYMENT INSURANCE	7,130	6,200	950+	1,700		8,850		8,850		2,650+	42.7+	
08		MEDICAL AND HOSPITAL	6,910	11,800	3,300-			8,500		8,500		3,300-	28.0-	
09		WAGES-PART-TIME STAGE HANDS	260,000	230,000	28,800+	11,200		270,000		270,000		40,000+	17.4+	
10		GROUP INSURANCE	600	1,000	300-			700		700		300-	30.0-	
12		ADVERTISING AND PROMOTION	198,610	190,000		8,550		198,550		198,550		8,550+	4.5+	
29		MATERIALS AND SUPPLIES	309											
68		OPERATING PURCHASES AND SERVICES	265,500	42,000	223,500+			265,500		265,500		223,500+	532.1+	
		ACTIVITY TOTALS	849,969	582,000	258,750+	26,090		866,840		866,840		284,840+	48.9+	

HAMILTON PLACE

1987 BUDGET WORKSHEET - FORM NO. 1

1987 BUDGET WORKSHEET - FORM NO. 1												
ACCOUNT		DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	AMOUNT PERCENT (10-4) (11) (11/4) (12)
A O D C B E DEPT T J T (1)	D		ESTIMATE (4)	ESTIMATE (5)								
8350		HAMILTON PLACE										
18		SECURITY										
01		SALARIES AND WAGES	17,370	17,370			730		18,100		18,100	730+ 4.2+
04		LONG TERM DISABILITY PREMIUM	370	370			20		390		390	20+ 5.4+
05		PENSIONS	1,450	1,590	60-				1,530		1,530	60- 3.8-
07		UNEMPLOYMENT INSURANCE	1,100	1,450	250-		60		1,260		1,260	190- 13.1-
08		MEDICAL AND HOSPITAL	686	680			30		710		710	30+ 4.4+
09		CASUAL HELP-SECURITY	34,300	35,340			1,770		37,110		37,110	1,770+ 5.0+
10		GROUP LIFE INSURANCE	150	160					160		160	
22		LAUNDRY	100	120					120		120	
23		OPERATING SUPPLIES	120	120					120		120	
ACTIVITY TOTALS			55,646	57,200	310-		2,610		59,500		59,500	2,300+ 4.0+
19		STAGE-PROPERTY										
01		SALARIES AND WAGES	193,120	193,120			9,880		203,000		203,000	9,880+ 5.1+
04		LONG TERM DISABILITY PREMIUM	4,200	4,130			270		4,400		4,400	270+ 6.5+
05		PENSIONS	13,680	13,680			920		14,600		14,600	920+ 6.7+
07		UNEMPLOYMENT INSURANCE	4,000	4,150			150		4,300		4,300	150+ 3.6+
08		MEDICAL AND HOSPITAL	8,314	8,200			400		8,600		8,600	400+ 4.9+
09		CASUAL HELP	7,400	8,600			300		8,900		8,900	300+ 3.5+
10		GROUP LIFE INSURANCE	1,700	1,710			90		1,800		1,800	90+ 5.3+
23		OPERATING SUPPLIES	800	800			40		840		840	40+ 5.0+

DATE 11/14/86		HAMILTON PLACE		THE CORPORATION OF THE CITY OF HAMILTON		PGM NO. PBPYBL34	
ACCOUNT		TREASURY		EXPENDITURE ESTIMATES		PAGE 10	
1987 BUDGET WORKSHEET - FORM NO. 1							
A O D		ADJUSTMENT		INFLA- TIONARY		1987	
C B E		TO 1986		COST		EXPANSION	
T J T		ESTIMATE		LEVEL		ORIGINAL	
(1)		INCREASE+ (5)		(7)		ESTIMATE	
		DECREASE- (4)				(4+5+6+7) (8)	
DEPT (1)		PROJECTED 1986 ACTUAL (3)		COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIATION (8+9) (10)	
		ESTIMATE (4)				AMOUNT PERCENT (10-4) (11) (11/4) (12)	
8350	HAMILTON PLACE						
19	STAGE-PROPERTY						
24	OPERATING SUPPLIES-SOUND	13,800	13,800	620	14,420	620+	4.5+
25	OPERATING SUPPLIES-CARPENTRY	990	990	40	1,030	40+	4.0+
29	OPERATING SUPPLIES-ELECTRICAL	26,000	26,460	1,190	27,650	1,190+	4.5+
30	SMALL TOOLS	700	350	20	370	20+	5.7+
39	REPAIRS AND MAINTENANCE-STAGE	5,150	5,150	230	5,380	230+	4.5+
68	OPERATING PURCHASES AND SERVICES						
75	OPERATING EQUIPMENT	25,000	29,500	190-	29,310	190-	.6-
ACTIVITY TOTALS		304,854	310,640	190-	324,600	13,960+	4.5+
21	SHOW PROMOTIONS						
13	ADVERTISING HOUSE-CALENDARS	50,000		55,000+	55,000	55,000+	
16	POSTAGE	15,000		15,000+	15,800	15,800+	
66	HOUSE PROGRAMMES	52,000		60,000+	60,000	60,000+	
ACTIVITY TOTALS		117,000		130,000+	130,800	130,800+	

DATE 11/14/86		HAMILTON PLACE		TREASURY		EXPENDITURE ESTIMATES		PGM NO. P YBL34	
ACCOUNT		HAMILTON PLACE		1987 BUDGET WORKSHEET - FORM NO. 1		PAGE 11			
A O D		HAMILTON PLACE		ADJUSTMENT TO 1986 ESTIMATE		INFLATIONARY COST		1987 EXPANSION SERVICE LEVEL	
C B E		HAMILTON PLACE		ESTIMATE INCREASE+ DECREASE-		TIONARY COST		ORIGINAL ESTIMATE	
DEPT J T		HAMILTON PLACE		PROJECTED 1986 ACTUAL		ESTIMATE INCREASE+ DECREASE-		COMMITTEE RESULTANT ADJUSTMENT	
(1)		HAMILTON PLACE		(3)		(4)		(5)	
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		HAMILTON PLACE		(3)		(4)		(5)	
		HAMILTON PLACE		(3)		(4)		(5)	
		HAMILTON PLACE		(3)					

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

HAMILTON PLACE

TREASURY

EXPENDITURE ESTIMATES

PAGE 12

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT T J T (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE-		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	INCREASE + DECREASE - OVER 1986 ESTIMATE		AMOUNT (10-4) (11)	PERCENT (11/4) (12)

8350 HAMILTON PLACE

24 BEVERAGE AND CATERING
SERVICE

TOTAL BUDGET REQUEST	2,173,831	352,520+	73,270	2,322,930	2,322,930	425,790+	22.4+
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HECFI Form
 Dept: Hamilton Place

H.E.C.F.I.
 1987 SCHEDULE OF CONVENTIONS AND CONFERENCES

Account No.	Date of Event	Name of Event	Staff Name	1987 Estimate
-----	-----	-----	-----	-----
8350-0191		Travel to New York based contacts	Tom Burrows	
		Annual meeting in NYC of ISPAA	Tom Burrows	
		National Association of Television Producers and Executives	Tom Burrows	
		Other trips as required to secure bookings	Tom Burrows	
			TOTAL	----- \$5,500 -----

HECFI Form
Dept: Hamilton PlaceH.E.C.F.I.
1987 SCHEDULE OF MEMBERSHIPS AND SUBSCRIPTIONS

Account No.	Staff Name	Description of Courses	1987 Estimate
8350-0193	Tom Burrows Robert Ellison	Hamilton District Chamber of Commerce	\$350
	Tom Burrows Robert Ellison	International Association of Auditorium Managers	560
	Tom Burrows	Administrative Management Society	\$225
		International Society Performing Arts Administration	\$311
		Hamilton Club	\$845
	Robert Ellison	Canadian Conference of the Arts	\$120
		New York Times	\$260
		Performance Magazine	\$119
		Toronto Star	\$160
		Toronto Globe & Mail	\$164
		Hamilton Spectator (2)	\$230
		Variety Magazine	\$116
		Maclean Hunter Cable T.V.	\$133

		TOTAL	\$3,593

		Add 4.5% - Inflationary Increase	\$166

			\$3,759

		Add music membership and subscriptions under \$100.00	\$1,061

			\$4,820
			=====

HECFI Form
Dept: Hamilton Place

H.E.C.F.I.
1987 SCHEDULE OF TRAINING COURSES

Account No.	Staff Name	Description of Courses	1987 Estimate
-----	-----	-----	-----
8350-0194		Various Management related courses offered by Professional Associations and by the City and Region	\$500
		Arts Administration Workshop - Banff and/or The Niagara Insitute	\$500
	TOTAL		----- \$1,000 =====

COPPS COLISEUM
DIVISION

INDEX

-	1987 Operating Budget Worksheets	Pages 1-9
-	1987 Schedule of Conventions and Conferences	Page 10
-	1987 Schedule of Memberships and Subscriptions	Page 11
-	1987 Schedule of Training Courses	Page 12

DATE 11/14/86		COPPS COLISEUM		THE CORPORATION OF THE CITY OF HAMILTON		PGM NO. PBPYBL34					
		TREASURY		REVENUE ESTIMATES		PAGE 2					
1987 BUDGET WORKSHEET - FORM NO. 1											
ACCOUNT	DEPT	DESCRIPTION	PROJECTED 1986 ACTUAL	1986 ESTIMATE	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE-	INFLA-TIONARY COST	EXPANSION SERVICE LEVEL	ORIGINAL ESTIMATE	COMMITTEE ADJUSTMENT INCREASE+ DECREASE-	1987 RESULTANT APPROPRIATION	INCREASE + DECREASE - OVER 1986 ESTIMATE
A O D C B E T J T	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11) (12)
8306		COPPS COLISEUM									
10		RENTALS, LICENCE FEES AND SHOW REVENUES									
		ACTIVITY TOTALS	771,298	891,500	38,820-			852,680		852,680	38,820- 4.4-
20		FOOD AND BEVERAGE CONCESSIONS									
10		COMMISSIONS EARNED FROM CONCESSIONAIRE	215,000	380,000	160,000-			220,000		220,000	160,000- 42.1-
		ACTIVITY TOTALS	215,000	380,000	160,000-			220,000		220,000	160,000- 42.1-
55		RECOVERIES									
58		RECOVERIES-JANITORIAL SERVICES	1,740								
59		RECOVERIES-SECURITY SERVICES	90,300	137,060	49,260-	2,200		90,000		90,000	47,060- 34.3-
60		RECOVERIES-STAGE HANDS SERVICES	80,000		88,100+			88,100		88,100	88,100+
62		RECOVERIES-USHERS/TICKET TAKERS SERVICES	115,000	211,560	89,060-	7,500		130,000		130,000	81,560- 38.6-
63		RECOVERIES-RINK ATTENDANTS /EVENT SET UP	40,000	30,520	37,480+	5,000		73,000		73,000	42,480+ 139.2+
64		RECOVERIES-OTHER LABOUR	25,000	15,000	10,000+			25,000		25,000	10,000+ 66.7+
99		RECOVERIES-OTHER SERVICES AND COSTS	44,000	61,560	1,560-			60,000		60,000	1,560- 2.5-
		ACTIVITY TOTALS	396,040	455,700	4,300-	14,700		466,100		466,100	10,400+ 2.3+

INCREASE DECREASE OVER 1986 ESTIMATE	+	-
AMOUNT	(10-4)	(11/4)
PERCENT	(11)	(12)

THE CORPORATION OF THE CITY OF HAMILTON

DATE 11/14/86

COPPS COLISEUM

TREASURY

1987 BUDGET WORKSHEET - FORM NO. 1

EXPENDITURE ESTIMATES

PGM NO. PBPYBL34

PAGE 4

ACCOUNT A O D C B E DEPT Y J T (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	INCREASE + DECREASE - OVER 1986 ESTIMATE AMOUNT PERCENT (10-4) (11) (11/4) (12)	
8360	COPPS COLISEUM											
01	ADMINISTRATION											
01	SALARIES AND WAGES	174,350	194,350			4,150		198,500		198,500	4,150+	2.1+
02	TEMPORARY HELP-OFFICE		3,080					3,080		3,080		
04	LONG TERM DISABILITY PREMIUM	3,570	3,730			570		4,300		4,300	570+	15.3+
05	PENSIONS	12,250	12,330			1,870		14,200		14,200	1,870+	15.2+
07	UNEMPLOYMENT INSURANCE	3,400	3,570			380		3,950		3,950	380+	10.6+
08	MEDICAL AND HOSPITAL	5,722	6,340	340-				6,000		6,000	340-	5.4-
10	GROUP LIFE INSURANCE	1,800	1,920			280		2,200		2,200	280+	14.6+
11	TELEPHONE	11,240	5,000	5,000+				10,000		10,000	5,000+	100.0+
16	POSTAGE	500	500	4,500+				5,000		5,000	4,500+	900.0+
21	OFFICE SUPPLIES AND STATIONARY	9,600	7,000	200+		300		7,500		7,500	500+	7.1+
31	REPAIRS AND MAINTENANCE- OFFICE EQUIPMENT	500	500	80+		20		600		600	100+	20.0+
42	INSURANCE	31,000	60,000	26,000-				34,000		34,000	26,000-	43.3-
46	PROVISION FOR BAD DEBTS											
68	OPERATING PURCHASES AND SERVICES	1,700	2,500					2,500		2,500		
71	OFFICE EQUIPMENT	1,000	1,000					1,000		1,000		
81	RENTAL-CAR POOL	205	6,500	4,500-				2,000		2,000	4,500-	69.2-
83	RENTAL-OFFICE EQUIPMENT	73		8,400+				8,400		8,400	8,400+	
86	RENTAL-OFFICES	206-										
91	TRAVELLING	3,000	6,600			600		7,200		7,200	600+	9.1+

ACCOUNT	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)	INFLATIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIATION (8+9) (10)	AMOUNT (10-4) (11)	PERCENT (11/4) (12)	INCREASE + DECREASE - OVER 1986 ESTIMATE
8360	COPPS COLISEUM											
01	ADMINISTRATION											
93	MEMBERSHIPS AND SUBSCRIPTIONS	1,771	1,660	90+	80		1,830		1,830	170+	10.2+	
94	TRAINING COURSES	1,500	2,500	2,750+	250		5,500		5,500	3,000+	120.0+	
96	MEETINGS AND ENTERTAINMENT EXPENSES	1,400	1,500				1,500		1,500			
ACTIVITY TOTALS		264,375	320,580	9,820-	8,500		319,260		319,260	1,320-	.4-	
10	MAINTENANCE											
01	SALARIES AND WAGES		33,860	33,860-						33,860-		
04	LONG TERM DISABILITY PREMIUM		730	730-						730-		
05	PENSIONS		2,400	2,400-						2,400-		
07	UNEMPLOYMENT INSURANCE		780	780-						780-		
08	MEDICAL AND HOSPITAL		1,650	1,650-						1,650-		
10	GROUP LIFE INSURANCE		300	300-						300-		
13	WATER AND SEWER-SURCHARGE	20,500	8,500	3,150+	350		12,000		12,000	3,500+	41.2+	
17	WINDOW CLEANING	12,760	10,000	5,400+	600		16,000		16,000	6,000+	60.0+	
18	GARBAGE DISPOSAL	5,000	8,000	2,230-	230		6,000		6,000	2,000-	25.0-	
19	CONTRACTUAL SERVICES-VARIOUS	2,100	3,500		100		3,600		3,600	100+	2.9+	
20	CONTRACTUAL SERVICES-CLOCKS		660	660-						660-		
22	CLEANING AND WASHROOM SUPPLIES	30,000	33,000	13,000-			20,000		20,000	13,000-	39.4-	

THE CORPORATION OF THE CITY OF HAMILTON									
DATE 11/14/86				PGM NO. PBPYBL34			PAGE 6		
COPPS COLISEUM				EXPENDITURE ESTIMATES			INCREASE + DECREASE - OVER 1986 ESTIMATE		
TREASURY				1987 BUDGET WORKSHEET - FORM NO. 1					
				ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)			1987 ORIGINAL ESTIMATE (4+5+6+7) (8)		
				INFLA- TIONARY COST (6)			COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		
				EXPANSION SERVICE LEVEL (7)			RESULTANT APPROPRIA- TION (8+9) (10)		
				PROJECTED 1986 ACTUAL (3)			AMOUNT PERCENT (10-4) (11) (12)		
DEPT T J T				1986 ESTIMATE (4)					
DESCRIPTION (2)									
ACCOUNT									
A O D									
C B E									
DEPT (1)									
8360 COPPS COLISEUM									
10 MAINTENANCE									
23	OPERATING SUPPLIES	5,800	321	5,000	770+	230	6,000	1,000+	20.0+
24	SOUND SYSTEM PURCHASES AND SERVICES								
25	GASOLINE AND OTHER FUELS	1,000		5,000	4,050-	50	1,000	4,000-	80.0-
26	OIL AND LUBRICANTS	500		500	20-	20	500		
30	SMALL TOOLS	500		500	940+	60	1,500	1,000+	200.0+
31	REPAIRS AND MAINTENANCE- COORDINATED BY CENTRAL UTILITIES	27,000		68,000	71,080+	6,220	145,300	77,300+	113.7+
32	REPAIRS AND MAINTENANCE- GROUNDS	15,200		27,000	7,770-	770	20,000	7,000-	25.9-
33	REPAIRS AND MAINTENANCE- BUILDING	22,000		40,000	1,540-	1,540	40,000		
34	REPAIRS AND MAINTENANCE- LIGHTING	7,000		15,000	3,460-	460	12,000	3,000-	20.0-
35	REPAIRS AND MAINTENANCE- ELECTRICAL	15,000		20,000	770-	770	20,000		
37	MAINTENANCE-GENERAL CLEANING	186,800		186,800	8,200+	8,000	203,000	16,200+	8.7+
38	MATERIALS AND SUPPLIES- ZAMBONI, FORKLIFT	3,000		3,000		200	3,200	200+	6.7+
39	REPAIRS AND MAINTENANCE- ELEVATORS/ESCALATORS	14,000		46,000	1,770-	1,770	46,000		
40	REPAIRS AND MAINTENANCE- ELECTRONIC SIGNS	2,000		14,000	6,310-	310	8,000	6,000-	42.9-
41	REPAIRS AND MAINTENANCE- INTERCOM, PAGING, PA	1,000		8,000	3,200-	200	5,000	3,000-	37.5-

ACCOUNT		DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	DECREASE OVER 1986 ESTIMATE	
A O D C B E DEPT T J T (1)	ESTIMATE (4)		DECREASE- (5)	(10-4) (11)	PERCENT (11/4) (12)								
8360	COPPS COLISEUM												
10	MAINTENANCE												
42	REPAIRS AND MAINTENANCE- FIRE PROTECTION EQUIPMENT	3,000	7,000	1,230-	230	6,000			6,000		6,000	1,000-	14.3-
43	REPAIRS AND MAINTENANCE- RADIO EQUIPMENT	1,000	1,000	40-	40	1,000			1,000		1,000		
44	REPAIRS AND MAINTENANCE- ZAMBONI, FORKLIFTS AND ICE EDGERS	1,000	3,000	120-	120	3,000			3,000		3,000		
45	REPAIRS AND MAINTENANCE- OTHER EQUIPMENT	1,000	7,000	3,160-	160	4,000			4,000		4,000	3,000-	42.9-
68	OPERATING PURCHASES AND SERVICES	2,000	2,000	80-	80	2,000			2,000		2,000		
81	RENTAL CAR POOL	300											
ACTIVITY TOTALS		379,781	562,180	410+	22,510	585,100			585,100		585,100	22,920+	4.1+
16	EVENT PLANNING/OPERATIONS												
01	SALARIES AND WAGES	77,000	102,600	27,400-	4,800	80,000			80,000		80,000	22,600-	22.0-
02	WAGES-UNION	126,000	108,600	21,330+	3,250	133,180			133,180		133,180	24,580+	22.6+
03	PART-TIME USHERS/TICKET TAKERS	95,300	169,600	65,850-	6,250	110,000			110,000		110,000	59,600-	35.1-
04	LONG TERM DISABILITY PREMIUM	3,771	4,520		80	4,600			4,600		4,600	80+	1.8+
05	PENSIONS	15,000	18,470	820-	350	18,000			18,000		18,000	470-	2.5-
07	UNEMPLOYMENT INSURANCE	7,300	11,980	1,560-	180	10,600			10,600		10,600	1,380-	11.5-
08	MEDICAL AND HOSPITAL	9,114	11,520	1,420-		10,100			10,100		10,100	1,420-	12.3-
09	PART-TIME RINK ATTENDANTS/ EVENT SET UP	40,000	30,000	23,000+	7,000	60,000			60,000		60,000	30,000+	100.0+

COPPS COLISEUM

TREASURY

1987 BUDGET WORKSHEET - FORM NO. 1

EXPENDITURE ESTIMATES

PAGE 8

ACCOUNT		DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	DECREASE OVER 1986 ESTIMATE	
DEPT (1)	A O D C B E T J T		1986 ESTIMATE (4)		1986 ESTIMATE (5)							AMOUNT PERCENT (10-4) (11) (12)	
8360		COPPS COLISEUM											
16		EVENT PLANNING/OPERATIONS											
10		GROUP LIFE INSURANCE	1,536	1,870			40		1,910		1,910	40+	2.1+
22		LAUNDRY	4,000	9,600	3,830-		230		6,000		6,000	3,600-	37.5-
23		OPERATING SUPPLIES	4,200	5,000	200-		200		5,000		5,000		
27		UNIFORMS, CLOTHING AND ACCESSORIES	5,000	15,630	7,940-		310		8,000		8,000	7,630-	48.8-
28		FIRST AID SUPPLIES	200	200					200		200		
68		OPERATING PURCHASES AND SERVICES	50,000	75,000	7,700-		2,700		70,000		70,000	5,000-	6.7-
82		RENTAL-OPERATING EQUIPMENT	1,000	2,000	80-		80		2,000		2,000		
ACTIVITY TOTALS			439,421	566,590	72,470-		25,470		519,590		519,590	47,000-	8.3-
17		IAISE PAYROLL											
02		WAGES-PART-TIME STAGE HANDS	63,000		77,840+				77,840		77,840	77,840+	
05		PENSIONS	5,500		5,200+				5,200		5,200	5,200+	
07		UNEMPLOYMENT INSURANCE	1,500		2,060+				2,060		2,060	2,060+	
08		MEDICAL AND HOSPITAL			2,600+				2,600		2,600	2,600+	
10		GROUP INSURANCE			400+				400		400	400+	
ACTIVITY TOTALS			70,000		88,100+				88,100		88,100	88,100+	

DATE 11/14/86

COPPS COLISEUM

THE CORPORATION OF THE CITY OF HAMMILL

TREASURY

1987 BUDGET WORKSHEET - FORM NO. 1

EXPENDITURE ESTIMATES

PGM NO. PBL34

PAGE 9

ACCOUNT

A O D
C B E
DEPT J T

DESCRIPTION
(2)

PROJECTED

1986
ACTUAL
(3)

1986
ESTIMATE
(4)

ADJUSTMENT
TO 1986

ESTIMATE
INCREASE+
DECREASE-
(5)

INFLA-
TIONARY
COST
(6)

EXPANSION
SERVICE
LEVEL
(7)

1987
ORIGINAL
ESTIMATE
(4+5+6+7)
(8)

COMMITTEE
ADJUSTMENT
INCREASE+
DECREASE-
(9)

1987
RESULTANT
APPROPRIA-
TION
(8+9)
(10)

INCREASE +
DECREASE -
OVER 1986
ESTIMATE

AMOUNT PERCENT
(10-4) (11/4)
(11) (12)

8360 COPPS COLISEUM

18 SECURITY

01	SALARIES AND WAGES	31,360	31,360		3,350	34,710	3,350+	10.7+
02	PART-TIME EVENT SECURITY	68,800	73,400	4,600-	3,000	71,800	1,600-	2.2-
04	LONG TERM DISABILITY PREMIUM	500	670		80	750	80+	11.9+
05	PENSIONS	2,770	3,410	30-		3,380	30-	.9-
07	UNEMPLOYMENT INSURANCE	1,330	3,190	980-		2,210	980-	30.7-
08	MEDICAL AND HOSPITAL	950	1,650		80	1,730	80+	4.8+
10	GROUP LIFE INSURANCE	260	280		50	330	50+	17.9+
20	CONTRACTUAL SERVICES-SECURITY	70,000	70,000		4,180	74,180	4,180+	6.0+
23	OPERATING SUPPLIES	600	500			500		

ACTIVITY TOTALS	176,570	184,460	5,610-	10,740		189,590	5,130+	2.8+
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TOTAL BUDGET REQUEST	1,330,147		610+		67,220	1,701,640	67,830+	4.2+
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HECFI Form
 Dept: Copps Coliseum

 H.E.C.F.I.
 1987 SCHEDULE OF CONVENTIONS AND CONFERENCES

Account No.	Date of Event	Name of Event	Staff Name	1987 Estimate
-----	-----	-----	-----	-----
8360-0191	July 1987	International Assoc. of Auditorium Managers Washington	John Crane	\$1,700
	September 1987	Institute of Power Engineers	John Crane	\$1,000
	Offered 4 times per year	International Assoc. of Auditorium Managers District Meetings	John Crane John Elder	\$2,500
	May 1987	Ontario Assoc. of Engineering Technicians & Technologists of Ontario Convention	John Crane	\$1,000
	June 1987	Arena Managers Assoc. of Ontario Convention	Dave Kelly Bill Fletcher	\$1,000
		TOTAL		=====
				\$7,200

Account No.	Staff Name	Description of Courses	1987 Estimate
8360-0193	John Crane	International Association of Auditorium Managers	\$400
	John Crane	Institute of Power Engineers	\$60
	John Crane	Association of Engineering Technicians and Technologies	\$120
	John Crane	Ontario Arena Managers Association	\$65
	Brad Calder	Association of Professional Engineers	\$90
	John Crane	Building Owners & Managers Association	\$400
	John Crane	Society of Real Property Administrators	\$60
	Brad Calder	Plant Engineers Subscription	\$50
	John Crane	Property Manager Journal	\$50
	Joel Hines	Refrigeration Service Engineers Society	\$80
		Renewal of Trade Licences	\$150
		Spectator	\$130
		Globe & Mail	\$175
TOTAL			\$1,830

HECFI Form
Dept: Copps Coliseum

H.E.C.F.I.
COPPS COLISEUM
1987 SCHEDULE OF TRAINING COURSES

Account No. -----	Staff Name -----	Description of Courses -----	1987 Estimate -----
8360-0194	John Crane		
	Mark Burtniak	Energy Management	\$1,000
	Mark Burtniak	Preventive Maintenance	\$1,000
	Bill Fletcher	Crowd Control (Security)	\$1,500
	John Elder	Facilities Management	
	Dave Kelly	Training Course	\$2,000
	TOTAL		----- \$5,500 =====

MACNAB ARMS RESTAURANT
DIVISION

INDEX

- 1987 Operating Budget Worksheets

Pages 1-4

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. P

DATE 11/14/86

MACNAB ARMS RESTAURANT

TREASURY

REVENUE ESTIMATES

PAGE 1

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT	DESCRIPTION	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)	INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	AMOUNT (10-4) (11)	PERCENT (11/4) (12)
DEPT (1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)

8307 MACNAB ARMS RESTAURANT

20 FOOD AND BEVERAGE SALES

10	FOOD			589,000+			589,000		589,000	589,000+	
20	BEVERAGE			252,100+			252,100		252,100	252,100+	
50	SOFT DRINKS(BAR) AND FRUIT PUNCH										

ACTIVITY TOTALS

841,100+

841,100

841,100+

60 OTHER REVENUE

92 CIGARETTE/TOBACCO SALES

99 MISCELLANEOUS

200+

200

200

200+

ACTIVITY TOTALS

200+

200

200

200+

TOTAL BUDGET REQUEST

841,300+

841,300

841,300+

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

MACNAB ARMS RESTAURANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 2

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT

A O D

C B E

DEPT J T

(1)

PROJECTED

1986

ACTUAL

(3)

1986

ESTIMATE

(4)

ADJUSTMENT

TO 1986

ESTIMATE

(5)

INFLA-

TIONARY

COST

(6)

EXPANSION

SERVICE

LEVEL

(7)

1987

ORIGINAL

ESTIMATE

(8)

(4+5+6+7)

(8)

COMMITTEE

ADJUSTMENT

INCREASE-

(9)

1987

RESULTANT

APPROPRIA

(10)

(8+9)

(10)

INCREASE +

DECREASE -

OVER 1986

ESTIMATE

AMOUNT PERCENT

(10-4)

(11/4)

(12)

8370 MACNAB ARMS RESTAURANT

20 DINING ROOM

01	SALARIES	32,000+	32,000	32,000	32,000+
02	WAGES	114,000+	114,000	114,000	114,000+
05	PENSIONS	2,230+	2,230	2,230	2,230+
07	UNEMPLOYMENT INSURANCE	2,050+	2,050	2,050	2,050+
08	MEDICAL AND HOSPITAL	1,730+	1,730	1,730	1,730+
11	TELEPHONES	4,250+	4,250	4,250	4,250+
12	ADVERTISING AND PROMOTION	24,000+	24,000	24,000	24,000+
19	CONTRACTUAL SERVICES- SECURITY	1,000+	1,000	1,000	1,000+
20	CONTRACTUAL SERVICES- VARIOUS	500+	500	500	500+
21	OFFICE SUPPLIES	1,300+	1,300	1,300	1,300+
22	PRINTING OF MENUS ETC.	7,000+	7,000	7,000	7,000+
26	DECORATIONS	14,500+	14,500	14,500	14,500+
27	UNIFORMS, CLOTHING AND LAUNDRY	2,000+	2,000	2,000	2,000+
28	LINEN CLEANING	17,000+	17,000	17,000	17,000+
41	ACCOUNTING SERVICES	23,810+	23,810	23,810	23,810+
42	INSURANCE	5,000+	5,000	5,000	5,000+
43	AUDIT FEE	5,000+	5,000	5,000	5,000+
46	PROVISION FOR BAD DEBTS	2,000+	2,000	2,000	2,000+
48	CASH SHORT/OVER	200+	200	200	200+
50	CREDIT CARD SERVICE CHARGE	25,000+	25,000	25,000	25,000+

THE CORPORATION OF THE CITY OF HAMMILTON

PGM NO. YBL-57

DATE 11/14/86

MACNAB ARMS RESTAURANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 3

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT

A O D

C B E

DEPT T J T

DESCRIPTION
(2)

PROJECTED

1986
ACTUAL

(3)

1986
ESTIMATE

(4)

ADJUSTMENT
TO 1986

ESTIMATE

INCREASE+

DECREASE-

(5)

INFLA-

TIONARY

COST

(6)

EXPANSION

SERVICE

LEVEL

(7)

1987
ORIGINAL

ESTIMATE

(4+5+6+7)

(8)

COMMITTEE

ADJUSTMENT

INCREASE+

DECREASE-

(9)

1987
RESULTANT

APPROPRIA

-TION

(8+9)

1987
RESULTANT

APPROPRIA

-TION

(10)

INCREASE +
DECREASE -
OVER 1986
ESTIMATEAMOUNT PERCENT
(10-4) (11/4)

(11) (12)

(12)

8370 MACNAB ARMS RESTAURANT

20 DINING ROOM

65	BEVERAGE COST	84,090+	84,090	84,090+					
68	OPERATING PURCHASES AND SERVICES	12,290+	12,290	12,290+					
69	CIGARETTE/TOBACCO SUPPLIES	100+	100	100+					
71	REPLACEMENT-CHINA	4,120+	4,120	4,120+					
72	REPLACEMENT-GLASSWARE	2,000+	2,000	2,000+					
73	REPLACEMENT-SILVER	1,500+	1,500	1,500+					
74	REPLACEMENT-LINEN	4,000+	4,000	4,000+					
75	OPERATING EQUIPMENT-RENTALS AND SERVICES	500+	500	500+					

ACTIVITY TOTALS

393,170+

393,170

393,170

393,170+

22 KITCHEN

01	SALARIES AND WAGES	61,000+	61,000	61,000+					
02	WAGES	132,000+	132,000	132,000+					
05	PENSIONS	3,050+	3,050	3,050+					
07	UNEMPLOYMENT INSURANCE	4,200+	4,200	4,200+					
08	MEDICAL AND HOSPITAL	5,200+	5,200	5,200+					
18	GARBAGE DISPOSAL	1,000+	1,000	1,000+					
19	CONTRACTUAL SERVICES-VARIOUS	6,500+	6,500	6,500+					
23	CLEANING AND OPERATING SUPPLIES	9,750+	9,750	9,750+					

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

MACNAB ARMS RESTAURANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 4

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT J T (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIA- TION (8+9) (10)	INCREASE + DECREASE - OVER 1986 ESTIMATE (11)		PERCENT (11/4) (12)

8370 MACNAB ARMS RESTAURANT

22 KITCHEN

24 REPLACEMENT-UTENSILS

27 UNIFORMS,CLOTHING AND
LAUNDRY

64 FOOD COST

67 CUSTOMER SUPPLIES

68 OPERATING PURCHASES AND
SERVICES

75 OPERATING EQUIPMENT AND
SERVICES

ACTIVITY TOTALS

TOTAL BUDGET REQUEST

2,500+	2,500	2,500	2,500	196,340	196,340	7,900	7,900	10,690	10,690	6,000	6,000	2,500+	2,500	2,500+
2,000+	2,000	2,000	2,000	196,340	196,340	7,900	7,900	10,690	10,690	6,000	6,000	2,000+	2,000	2,000+
196,340+	196,340	196,340	196,340	196,340	196,340	7,900	7,900	10,690	10,690	6,000	6,000	196,340+	196,340	196,340+
7,900+	7,900	7,900	7,900	7,900	7,900	7,900	7,900	10,690	10,690	6,000	6,000	7,900+	7,900	7,900+
10,690+	10,690	10,690	10,690	10,690	10,690	10,690	10,690	10,690	10,690	6,000	6,000	10,690+	10,690	10,690+
6,000+	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000+	6,000	6,000+
448,130+	448,130	448,130	448,130	448,130	448,130	448,130	448,130	448,130	448,130	448,130	448,130	448,130+	448,130	448,130+
841,300+	841,300	841,300	841,300	841,300	841,300	841,300	841,300	841,300	841,300	841,300	841,300	841,300+	841,300	841,300+



Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "II" referred to
in Section 2 of the
FOURTEENTH Report of the
Audit/Finance Committee

John A. Leuser, Director of Finance
and Administration

FROM

DATE November 18, 1986

Name & Title

FOR ACTION ☒

FOR INFORMATION ☐

File No. _____

TO: B O A R D ☐

(OR)

AUDIT/FINANCE COMMITTEE

Committee

☒

SUBJECT: 1987 OPERATING BUDGET FOR C.U.P.

Recommendation:

That the 1987 operating budget for C.U.P. be approved, prior to its submission to the City's Executive Committee.

Note:

The requested 1987 municipal contribution represents a reduction of \$57,900 or 2.3% over that approved for 1986.

Background:

The reduction of \$57,900 in the municipal contribution for C.U.P. is primarily the result of revisions to the chargeback system <recoveries from facilities> to include operating supply accounts in 1987. In 1986, the chargebacks were limited to only repairs and maintenance accounts. This revision will increase recoveries from facilities serviced by C.U.P. to the extent of \$94,120. The effect on HECFI facilities alone is \$22,470.

The Committee should also be aware that the budget reflects an approximate 5.5% saving in the Honeywell maintenance contracts as a result of the installation of the new centralized computer system and the implementation of the preventative maintenance programme.

John A. Leuser
John A. Leuser
Director of Finance & Administration

CENTRAL UTILITIES PLANT

INDEX

-	Introductory Form	Page 1
-	1987 Operating Budget Worksheets	Pages 2-10
-	1987 Schedule of Conventions and Conferences	Page 11
-	1987 Schedule of Memberships and Subscriptions	Pages 12-13
-	1987 Schedule of Training Courses	Page 14

General Statement

Table

Page 1	Introduction
Page 2-3	1. General Statement
Page 4	2. General Statement
Page 5-6	3. General Statement
Page 7-8	4. General Statement
Page 9	5. General Statement

STATEMENT OF PURPOSE AND STAFFING

FOR THE Central Utilities Plant (DEPT./LOCAL BOARD)

1. PURPOSE/OBJECTIVES

The Plant through a series of prime movers, provides heating, ventilation, light and power to a complex of buildings comprising of 750,000 square feet in the downtown Hamilton area. This does not include Copps Coliseum.

Provides for a maintenance resource capable of maintaining and operating the facilities to acceptable standards, while maintaining a low unit and life cycle cost, including Copps Coliseum.

To provide leadership, work control and scheduling to maximize productivity of the work force and to prioritize work in accordance with the needs and funds approved.

To ensure high technical, low energy and aesthetic standards for the facilities to acceptable standards, while maintaining low unit and life cycle costs.

To provide a preventive maintenance programme through scheduled inspection and care and to minimize the effects of wear and tear, thus limiting the need for non scheduled repairs in order to maximize the life and use of the facility and equipment for tenants, staff and the general public.

To achieve energy reductions for all facilities.

To negotiate all service contracts associated with the operations and maintenance of Copps Coliseum and the Central Utilities Plant.

2. PROJECTED MAJOR PROGRAM/ORGANIZATIONAL CHANGES DURING THE PERIOD 1987-1989

No anticipated major programme/organizational changes at this time, pending outcome of C.U.P. Energy Management Study (currently in progress).

Operations will remain relatively stable with respect to services and budgetary requirements.

Staffing requirements should remain at present levels with some changes in specific responsibilities inevitable.

3. STAFFING (FTE'S) (NUMBER OF VACANCIES INCLUDED IN "PERMANENT" POSITIONS BELOW IS 1)

	P E R M A N E N T				T E M P O R A R Y				T O T A L			
	Present 1986	Projected 1987	Incr. + Decr. -		Present 1986	Projected 1987	Incr. + Decr. -		Present 1986	Projected 1987	Incr. + Decr. -	
Salary Wage	6	6	Nil		Nil	Nil	Nil		6	6	Nil	
	19	19	Nil		Nil	Nil	Nil		19	19	Nil	
	25	25	Nil		Nil	Nil	Nil		25	25	Nil	

NOTE: PLEASE SEE REVERSE SIDE FOR SUGGESTIONS ON COMPLETING THIS FORM

GUIDELINES FOR COMPLETING THIS FORM

SECTION 1

PURPOSE/OBJECTIVES

- (a) Provide a brief narrative of the purpose and objectives of your department/board.
- (b) List your responsibilities and the services you provide.

SECTION 2

PROJECTED MAJOR PROGRAM/ORGANIZATIONAL CHANGES DURING THE PERIOD 1987-1989

Please consider the following and provide your comments accordingly:

Do you have any plans for changes to your operations over the next three years, if so, briefly describe. If not, will your operations be relatively stable with respect to services and budgetary requirements? Do you see your staff needs expanding or contracting over this longer term? Any other comments with respect to these longer term goals.

SECTION 3

STAFFING (FTE'S)

Please provide the number of Permanent and Temporary staff on a full-time equivalent (FTE) basis, and include any vacant or unfilled positions.

PLEASE ATTACH THIS FORM TO THE FRONT OF YOUR 1987 CURRENT BUDGET SUBMISSION

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

CENTRAL UTILITIES PLANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 2

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT Y J Y (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)		1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIA- TION (8+9) (10)	INCREASE + DECREASE - OVER 1986 ESTIMATE	
				INCREASE+ (5)	DECREASE- (5)								AMOUNT PERCENT (10-4) (11) (12)	PERCENT (11/4) (12)

0360 CENTRAL UTILITIES PLANT

01 OPERATIONS

01	SALARIES AND WAGES	334,530	302,990	141,120+	29,330	473,440	170,450+	56.3+
04	LONG TERM DISABILITY PREMIUM	8,440	6,370	3,010+	720	10,100	3,730+	58.6+
05	PENSIONS	28,395	21,410	10,130+	2,460	34,000	12,590+	58.8+
06	WORKERS' COMPENSATION	3,000	3,000	1,380+	220	4,600	1,600+	53.3+
07	UNEMPLOYMENT INSURANCE	9,850	7,150	3,470+	1,030	11,650	4,500+	62.9+
08	MEDICAL AND HOSPITAL	20,818	14,800	7,150+	2,050	24,000	9,200+	62.2+
09	MEAL ALLOWANCES	100	100			100		
10	GROUP LIFE INSURANCE	3,480	2,640	1,250+	290	4,180	1,540+	58.3+
11	TELEPHONES	3,300	3,110	390+		3,500	390+	12.5+
13	WATER RATES AND SEWER SURCHARGE	7,110	6,800	400+	220	7,420	620+	9.1+
20	CONTRACTUAL SERVICES- CLOCKS	630	680		70	750	70+	10.3+
21	OFFICE SUPPLIES AND STATIONERY	217	210		10	220	10+	4.8+
22	CLEANING SUPPLIES	440	420		20	440	20+	4.8+
23	OPERATING SUPPLIES	9,900	9,640		410	10,050	410+	4.3+
25	GASOLINE AND OTHER FUELS	2,000	2,940		120	3,060	120+	4.1+
27	UNIFORMS, CLOTHING AND ACCESSORIES	578	500	700+		1,200	700+	140.0+
30	SMALL TOOLS	350	350	50+		400	50+	14.3+
31	REPAIRS AND MAINTENANCE- EQUIPMENT	50,470	50,470	4,080-		46,390	4,080-	8.1-

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. BPVBL34

DATE 11/14/86

CENTRAL UTILITIES PLANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 3

1987 BUDGET WORKSHEET - FORM NO. 1

1987 BUDGET WORKSHEET - FORM NO. 1																	
ACCOUNT		PROJECTED		ADJUSTMENT		INFLA-		EXPANSION		1987		COMMITTEE		1987		INCREASE +	
		1986		TO 1986		TIONARY		SERVICE		ORIGINAL		ADJUSTMENT		RESULTANT		DECREASE -	
		ESTIMATE		ESTIMATE +		COST		LEVEL		ESTIMATE		INCREASE +		-TION		AMOUNT PERCENT	
		(4)		(5)		(6)		(7)		(8)		(9)		(10)		(11) (12)	
DEPT (1)		ACTUAL (3)		DECREASE - (5)						(4+5+6+7)		DECREASE - (9)		(8+9)		(10-4) (11) (12)	
DESCRIPTION (2)																	
A O D																	
C B E																	
T J T																	
(1)		(3)		(4)		(6)		(7)		(8)		(9)		(10)		(11) (12)	

0360 CENTRAL UTILITIES PLANT

01	OPERATIONS											
33	REPAIRS AND MAINTENANCE- BUILDINGS	4,900	4,900		200		5,100		5,100	200+	4.1+	
34	REPAIRS AND MAINTENANCE- LIGHTING BURL-OAK	1,000	1,280	780-			500		500	780-	60.9-	
35	REPAIRS AND MAINTENANCE- ELECTRICAL EQUIPMENT CIPOLLA	11,450	11,450	6,080+	2,380		19,910		19,910	8,460+	73.9+	
36	REPAIRS AND MAINTENANCE - HONEYWELL	39,000	39,000	3,790-	1,650		36,860		36,860	2,140-	5.5-	
42	INSURANCE	5,090	5,090		410		5,500		5,500	410+	8.1+	
45	ENERGY MANAGEMENT/ IMPROVEMENTS	25,000	25,000		1,000		26,000		26,000	1,000+	4.0+	
68	OPERATING PURCHASES AND SERVICES	5,400	6,600	680+	310		7,590		7,590	990+	15.0+	
71	OFFICE EQUIPMENT	200	200		10		210		210	10+	5.0+	
73	RADIO EQUIPMENT	2,000	2,000	1,000+			3,000		3,000	1,000+	50.0+	
74	FURNITURE AND FIXTURES	200	200		10		210		210	10+	5.0+	
75	OPERATING EQUIPMENT											
93	MEMBERSHIPS & SUBSCRIPTIONS	200	200	500+			700		700	500+	250.0+	
94	TRAINING COURSES	2,500	2,500	2,500+			5,000		5,000	2,500+	100.0+	
ACTIVITY TOTALS		530,548	532,000	171,160+	42,920		746,080		746,080	214,080+	40.2+	

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

CENTRAL UTILITIES PLANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 4

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (5)	INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	AMOUNT (10-4) (11)	PERCENT (11/4) (12)

0360 CENTRAL UTILITIES PLANT

02 RECOVERY FROM USERS

97	ART GALLERY	125,240-	125,240-	6,260-			131,500-		131,500-	6,260-	5.0-
98	ONTARIO GOVERNMENT BUILDING	265,000-	280,610-				280,610-		280,610-		
99	PARKING AUTHORITY	139,130-	139,130-				139,130-		139,130-		

ACTIVITY TOTALS

		529,370-	544,980-	6,260-			551,240-		551,240-	6,260-	1.1-
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05 MAINTENANCE

01	SALARIES & WAGES	470,060	483,130	121,160-	28,950		390,920		390,920	92,210-	19.1-
02	RECOVERIES-SALARIES AND WAGES	22,000-		22,000-			22,000-		22,000-		
04	LONG TERM DISABILITY	5,620	10,190	2,560-	720		8,350		8,350	1,840-	18.1-
05	PENSIONS	24,950	33,970	8,500-	2,630		28,100		28,100	5,370-	17.3-
06	WORKERS COMPENSATION	3,000	3,000	710-	110		2,400		2,400	600-	20.0-
07	UNEMPLOYMENT INSURANCE	8,880	11,450	2,870-	570		9,150		9,150	2,300-	20.1-
08	MEDICAL AND HOSPITAL	14,510	24,660	6,190-	430		18,900		18,900	5,760-	23.4-
10	GROUP LIFE INSURANCE	2,780	4,250	1,070-	280		3,460		3,460	790-	18.6-
16	POSTAGE	200	200	10+			210		210	10+	5.0+
21	OFFICE SUPPLIES & STATIONARY	550	550		20		570		570	20+	3.6+
22	CLEANING SUPPLIES	380	380	100+	20		500		500	120+	31.6+
27	UNIFORMS, CLOTHING AND ACCESSORIES	3,107	3,000	1,000-			2,000		2,000	1,000-	33.3-
30	SMALL TOOLS	2,000	2,000	1,000+			3,000		3,000	1,000+	50.0+

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

CENTRAL UTILITIES PLANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 5

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT T J T (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	ADJUSTMENT TO 1986 ESTIMATE		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)	1987 RESULTANT APPROPRIA- TION (8+9) (10)	INCREASE + DECREASE - OVER 1986 ESTIMATE	
			1986 ESTIMATE (4)	DECREASE- (5)						AMOUNT (10-4) (11)	PERCENT (11/4) (12)

0360 CENTRAL UTILITIES PLANT

05 MAINTENANCE

73	RADIO EQUIPMENT	10,000	10,000	5,300-	300		5,000		5,000	5,000-	50.0-
74	FURNITURE AND FIXTURES	400	400		20		420		420	20+	5.0+
81	RENTAL-CAR POOL		4,270	530+	200		5,000		5,000	730+	17.1+
91	TRAVELLING	990	1,000	1,500+			2,500		2,500	1,500+	150.0+
93	MEMBERSHIPS AND SUBSCRIPTIONS	400	400	200+			600		600	200+	50.0+
94	TRAINING COURSES	1,314	1,200	2,800+			4,000		4,000	2,800+	233.3+
ACTIVITY TOTALS		527,141	594,050	165,220-	34,250		463,080		463,080	130,970	22.0-

10 CITY HALL

14	LIGHT & POWER	210,000	175,060	34,940	10,500		220,500		220,500	45,440	26.0+
23	OPERATING SUPPLIES (FILTERS & CHEMICALS)	11,478	11,000		440		11,440		11,440	440+	4.0+
31	REPAIRS AND MAINTENANCE- EQUIPMENT	24,770	23,180	2,670-			20,510		20,510	2,670-	11.5-
35	REPAIRS AND MAINTENANCE- ELECTRICAL			13,040+			13,040		13,040	13,040+	
36	REPAIRS AND MAINTENANCE- HONEYWELL		16,520		830		17,350		17,350	830+	5.0+
99	RECOVERIES-PROPERTY MAINTENANCE DEPARTMENT			62,340-			62,340-		62,340-	62,340-	
ACTIVITY TOTALS		246,248	225,760	17,030-	11,770		220,500		220,500	5,260-	2.3-

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

CENTRAL UTILITIES PLANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 6

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT J T (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)		ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE- (4) (5)		INFLA- TIONARY COST (6)		EXPANSION SERVICE LEVEL (7)		1987 ORIGINAL ESTIMATE (4+5+6+7) (8)		COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIA- TION (8+9) (10)		AMOUNT PERCENT (10-4) (11) (12)		INCREASE + DECREASE - OVER 1986 ESTIMATE	

0360 CENTRAL UTILITIES PLANT

20 HAMILTON CENTRAL LIBRARY

14	LIGHT & POWER	251,790	251,790			12,590				264,380				264,380		12,590+	5.0+		
23	OPERATING SUPPLIES (FILTERS & CHEMICALS)	8,950	8,950			360				9,310				9,310		360+	4.0+		
31	REPAIRS AND MAINTENANCE- EQUIPMENT	12,550	12,550	1,920-		420				11,050				11,050		1,500-	12.0-		
35	REPAIRS AND MAINTENANCE- ELECTRICAL			7,310+						7,310				7,310		7,310+			
36	REPAIRS AND MAINTENANCE- HONEYWELL		23,480	2,460-		1,170				22,190				22,190		1,290-	5.5-		
99	RECOVERIES-LIBRARY (ACCT. NO. 2355-0364)	12,550-	36,030-	13,830-						49,860-				49,860-		13,830-	38.4-		

ACTIVITY TOTALS

260,740	260,740	10,900-	14,540	264,380						264,380						3,640+	1.4+		
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30 HAMILTON FARMERS' MARKET

14	LIGHT & POWER	33,330	33,330			1,670				35,000				35,000		1,670+	5.0+		
23	OPERATING SUPPLIES 770																		
31	REPAIRS AND MAINTENANCE- EQUIPMENT	3,800	3,800			200				4,000				4,000		200+	5.3+		
35	REPAIRS AND MAINTENANCE- ELECTRICAL			1,930+						1,930				1,930		1,930+			
36	REPAIRS AND MAINTENANCE- HONEYWELL		4,120	420-		200				3,900				3,900		220-	5.3-		
99	RECOVERIES-CITY CLERK (ACCT. NO. 0322-0733)	3,800-	7,920-	1,910-						9,830-				9,830-		1,910-	24.1-		

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPY8L34

DATE 11/14/86

CENTRAL UTILITIES PLANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 7

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT		DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)		1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE INCREASE+ DECREASE-		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE-	1987 RESULTANT APPROPRIA- TION (8+9) (10)	DECREASE OVER 1986 ESTIMATE				
A O D	C B E		DEPT Y J T (1)	ACTIVITY TOTALS	ACTIVITY TOTALS	ACTIVITY TOTALS	ACTIVITY TOTALS			ACTIVITY TOTALS	ACTIVITY TOTALS	ACTIVITY TOTALS	ACTIVITY TOTALS	ACTIVITY TOTALS	ACTIVITY TOTALS	ACTIVITY TOTALS	ACTIVITY TOTALS
0360		CENTRAL UTILITIES PLANT															
30		HAMILTON FARMERS' MARKET															
		ACTIVITY TOTALS	34,100	33,330	400-	2,070	35,000			35,000		35,000	1,670+	5.0			
40		HAMILTON CONVENTION CENTRE															
14		LIGHT & POWER	162,000	147,490	14,080+	8,000	169,570			169,570		169,570	22,080+	15.0+			
15		FUEL (NATURAL GAS)	74,190	74,190	16,150-	1,960	60,000			60,000		60,000	14,190-	19.1-			
23		OPERATING SUPPLIES	3,000	3,000	120-	120	3,000			3,000		3,000					
31		REPAIRS AND MAINTENANCE- EQUIPMENT	9,000	14,600	3,000+	800	18,400			18,400		18,400	3,800+	26.0+			
35		REPAIRS AND MAINTENANCE- ELECTRICAL			9,900+		9,900			9,900		9,900	9,900+				
36		REPAIRS AND MAINTENANCE- HONEYWELL	24,600	24,600	2,580-	1,230	23,250			23,250		23,250	1,350-	5.5-			
38		REPAIRS AND MAINTENANCE- (TEMPERATURE CONTROLS)	9,000	9,000	9,000-								9,000-				
99		RECOVERIES-HAMILTON CONVENTION CENTRE (ACCT. NO. 8340-1031)	42,600-	48,200-	6,350-		54,550-			54,550-		54,550-	6,350-	13.2-			
		ACTIVITY TOTALS	239,190	224,680	7,220-	12,110	229,570			229,570		229,570	4,890+	2.2+			
50		HAMILTON PLACE															
14		LIGHT & POWER	168,000	156,790	260+	7,950	165,000			165,000		165,000	8,210+	5.2+			
15		FUEL (NATURAL GAS)	92,020	92,020	780+	2,200	95,000			95,000		95,000	2,980+	3.2+			
23		OPERATING SUPPLIES (FILTERS & CHEMICALS)	4,300	4,300		170	4,470			4,470		4,470	170+	4.0+			

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

CENTRAL UTILITIES PLANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 8

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A D D C B E DEPT T J T (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)		1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIA- TION (8+9) (10)	INCREASE DECREASE OVER 1986 ESTIMATE	
				INCREASE+	DECREASE-									
				(5)	(5)								(10-4) (11)	PERCENT (11/4) (12)
0360	CENTRAL UTILITIES PLANT													
50	HAMILTON PLACE													
31	REPAIRS AND MAINTENANCE- EQUIPMENT	9,610	9,610	1,110-					8,500			8,500	1,110-	11.5-
35	REPAIRS AND MAINTENANCE- ELECTRICAL			8,990+					8,990			8,990	8,990+	
36	REPAIRS AND MAINTENANCE- HONEYWELL	10,340	10,940	1,150-		550			10,340			10,340	600-	5.5-
99	RECOVERIES-HAMILTON PLACE (ACCT. NO. 8350-1031)	19,950-	20,550-	11,750-					32,300-			32,300-	11,750-	57.2-
	ACTIVITY TOTALS	264,320	253,110	3,980-		10,870			260,000			260,000	6,890+	2.7+
60	COPPS COLLISEUM													
14	LIGHT AND POWER	243,000	355,000	107,400-		12,400			260,000			260,000	95,000-	26.8-
15	FUEL (NATURAL GAS)	90,000	100,000	4,760-		4,760			100,000			100,000		
23	OPERATING SUPPLIES	19,000	40,000	25,580-		580			15,000			15,000	25,000-	62.5-
25	GASOLINE AND OTHER FUELS	1,500	2,000	200+		100			2,300			2,300	300+	15.0+
31	REPAIRS AND MAINTENANCE- EQUIPMENT	25,000	25,000	13,460+		1,540			40,000			40,000	15,000+	60.0+
36	REPAIRS AND MAINTENANCE- HONEYWELL		25,000	41,700+		3,300			70,000			70,000	45,000+	180.0+
38	REPAIRS AND MAINTENANCE- (TEMPERATURE CONTROLS)	2,000	18,000	700-		700			18,000			18,000		
99	RECOVERIES-COPPS COLLISEUM (ACCT. NO. 8360-1031)	27,000-	63,000-	77,300-					145,300-			145,300-	77,300-	113.7-
	ACTIVITY TOTALS	353,500	497,000	160,380-		23,380			360,000			360,000	137,000-	27.6-

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. PBPYBL34

DATE 11/14/86

CENTRAL UTILITIES PLANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 9

1987 BUDGET WORKSHEET - FORM NO. 1

ACCOUNT A O D C B E DEPT (1)	DESCRIPTION (2)	PROJECTED 1986 ACTUAL (3)	1986 ESTIMATE (4)	ADJUSTMENT TO 1986 ESTIMATE		INFLA- TIONARY COST (6)	EXPANSION SERVICE LEVEL (7)	1987 ORIGINAL ESTIMATE (4+5+6+7) (8)	COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (9)		1987 RESULTANT APPROPRIA- TION (8+9) (10)	INCREASE + DECREASE - OVER 1986 ESTIMATE		AMOUNT (10-4) (11)	PERCENT (11/4) (12)
				INCREASE+ (5)	DECREASE- (5)										

0360 CENTRAL UTILITIES PLANT

70 PEDESTRIAN ARCADE/OVERPASS

14	LIGHT & POWER	15,000	14,000	1,400+		700		16,100			16,100			2,100+	15.0+
17	CONTRACTUAL-WINDOW CLEANING	1,500	1,500	900+		100		2,500			2,500			1,000+	66.7+
19	CONTRACTUAL-SECURITY	8,000	8,000			350		8,350			8,350			350+	4.4+
31	REPAIRS AND MAINTENANCE- EQUIPMENT	1,000	1,000	40-		40		1,000			1,000				
32	REPAIRS AND MAINTENANCE- GROUNDS	1,000	1,000	40-		40		1,000			1,000				
33	REPAIRS AND MAINTENANCE- BUILDINGS	2,200	2,200	80-		80		2,200			2,200				
34	REPAIRS AND MAINTENANCE- LIGHTING	1,500	1,500	60-		60		1,500			1,500				
35	REPAIRS AND MAINTENANCE- ELECTRICAL	500	500	20-		20		500			500				
37	REPAIRS AND MAINTENANCE- GENERAL CLEANING	10,000	10,000			400		10,400			10,400			400+	4.0+
41	REPAIRS AND MAINTENANCE- FIRE PROTECTION EQUIPMENT		1,200	240+		60		1,500			1,500			300+	25.0+
42	INSURANCE	3,738						4,000			4,000			4,000+	
63	PROVISION-CONSTRUCTION FINISH	4,741													

ACTIVITY TOTALS		49,179	40,900	6,300+		1,850		49,050			49,050			8,150+	19.9+
-----------------	--	--------	--------	--------	--	-------	--	--------	--	--	--------	--	--	--------	-------

THE CORPORATION OF THE CITY OF HAMILTON

PGM NO. P8PYBL34

DATE 11/14/86

CENTRAL UTILITIES PLANT

TREASURY

EXPENDITURE ESTIMATES

PAGE 10

1987 BUDGET WORKSHEET - FORM NO. 1

INCREASE +
DECREASE -

ACCOUNT
A O D
C B E
DEPT T J T
(1)

PROJECTED
1986
ACTUAL
(3)

ADJUSTMENT
TO 1986
ESTIMATE
INCREASE+
DECREASE-
(5)

1987
EXPANSION ORIGINAL
SERVICE ESTIMATE
LEVEL (4+5+6+7)
(8)

INFLA-
TIONARY
COST
(6)

1987
COMMITTEE
ADJUSTMENT
INCREASE+
DECREASE-
(9)

1987
RESULTANT
APPROPRIA-
TION
(8+9)
(10)

AMOUNT PERCENT
(10-4) (11/4)
(11) (12)

DESCRIPTION
(2)

0360 CENTRAL UTILITIES PLANT

86 ONTARIO GOVERNMENT
BUILDING

14	LIGHT AND POWER	151,610	151,610	6,310-	7,200	152,500	152,500	890+	6+
15	FUEL (NATURAL GAS)	62,920	62,920	11,320-	2,000	53,600	53,600	9,320-	14.8-
ACTIVITY TOTALS		214,530	214,530	17,630-	9,200	206,100	206,100	8,430-	3.9-

90 PARKING AUTHORITY-
UNDERGROUND GARAGE

14	LIGHT & POWER	77,770	77,700	5,520+	3,890	87,110	87,110	9,410+	12.1+
36	REPAIRS AND MAINTENANCE- HONEYWELL		18,600	1,940-	930	17,590	17,590	1,010-	5.4-
99	RECOVERIES-PARKING AUTHORITY (ACCT.NO. 9324- 3718)			17,590-		17,590-	17,590-	17,590-	
ACTIVITY TOTALS		77,770	96,300	14,010-	4,820	87,110	87,110	9,190-	9.5-

95 ART GALLERY

14	LIGHT & POWER	87,240	87,240	780-	3,540	90,000	90,000	2,760+	3.2+
15	FUEL (NATURAL GAS)	30,870	30,870	3,920-	1,050	28,000	28,000	2,870-	9.3-
ACTIVITY TOTALS		118,110	118,110	4,700-	4,590	118,000	118,000	110-	.1-

TOTAL BUDGET REQUEST 2,436,006

230,270-

172,370

2,487,630

57,900-

2.3-

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HECFI Form
 Dept: C.U.P.

 H.E.C.F.I.
 1987 SCHEDULE OF CONVENTIONS AND CONFERENCES

Account No.	Date of Event	Name of Event	Staff Name	1987 Estimate
-----	-----	-----	-----	-----
0360-0591	March 1987	Centrifugal Compressor Maintenance & Repair Toronto	J. Hines G. Lepitre	\$60
	Anticipated '87	Training Seminars, conferences, etc. relating to Building Operations and Maintenance which have not, as of yet, been scheduled	John Crane	\$2,440
			TOTAL	\$2,500

Note: 1986 Projected Actual amounts to \$990.38 which was incurred during one trip for two persons, i.e. Centrifugal Compressor, Pittsburgh, P.A. It is anticipated that similar trips and travelling costs will be incurred during 1987, however, some have not been confirmed or scheduled.

HECFI Form
 Dept: C.U.P.

 H.E.C.F.I.
 1987 SCHEDULE OF MEMBERSHIPS AND SUBSCRIPTIONS

Account No.	Staff Name	Description of Courses	1987 Estimate
-----	-----	-----	-----
0360-0193	B. Desnoyers	License Renewal (Stationary Engineer)	\$15
		R.S.E.S. Membership	\$30
		I.D.E. Membership	\$60
	Wm. Douglas	License Renewal	\$15
		R.S.E.S. Membership	\$30
		I.D.E. Membership	\$60
	L. Constantinides	License Renewal	\$15
	J. Castiglione	License Renewal	\$15
	T. Fehr	License Renewal	\$15
	C. Ruscinski	License Renewal	\$15
	G. Faulkner	License Renewal	\$15
	J. Gorman	License Renewal	\$15
	R. Hamilton	License Renewal	\$15
	N. Kapoor	License Renewal	\$15
	W. Murphy	License Renewal	\$15
	G. Chung	License Renewal	\$15
	H. Carte	License Renewal	\$15
	C. Barnsley	License Renewal	\$15
	John Crane	Meteorological Summary	\$48
		Ashrae Journal	\$67
	Joel Hines	Various publications, technical journals, periodicals, codes, acts, etc. relating to Building Operations	\$195
TOTAL			----- \$700 =====

HECFI Form
Dept: C.U.P.

H.E.C.F.I.
1987 SCHEDULE OF MEMBERSHIPS AND SUBSCRIPTIONS

Account No.	Staff Name	Description of Courses	1987 Estimate
0360-0593	M. Burtiak	License Renewal	\$15
	J. Van der Heuval	License Renewal	\$25
	B. Hockridge	License Renewal	\$15
	G. Lepitre	License Renewal	\$15
		R.S.E.S. Membership	\$30
	C. Capuano	License Renewal	\$15
	J. Brimer	License Renewal	\$25
	J. Hines	License Renewal	\$15
		Gas Fitters License	\$25
		Refrigeration License	\$15
		R.S.E.S. Membership	\$30
		I.D.E. Membership	\$60
	J. Gorman	Various publications, technical journals, periodicals, codes, bulletins, etc., relating to building maintenance	\$315
	TOTAL		\$600

Account No.	Staff Name	Description of Courses	1987 Estimate
0360-0194	Various Staff Members	Honeywell Training Course	\$3,000
		Effective Plant Management	\$1,000
		Training Allowance	\$1,000
			\$5,000
0360-0594	Various Staff Members	Service and Repair of Centrifugal Chillers	\$1,000
		Service and Repair of Pneumatic Controls	1000
		Service and Repair of Digital Controls	1000
		Training Allowance	1000
			4000
	TOTAL		\$9,000



Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "III" referred to
in Section 3 of the
FOURTEENTH Report of the
Audit/Finance Committee

John A. Leuser, Director of Finance
and Administration

November 18, 1986

FROM

DATE

Name & Title

FOR ACTION ☒

FOR INFORMATION ☐

File No. _____

TO: B O A R D ☐

(OR)

AUDIT/FINANCE
Committee

☒

SUBJECT

Accounting Policies on Unredeemed Gift Certificates and Ticket
Sales on Cancelled Shows

RECOMMENDATION

- (a) That HECFI adopt a policy of taking unredeemed gift
certificates into income in the third year following the
year which they were sold.

Note: This policy is consistent with that followed by the
O'Keefe Centre and Hamilton Place in prior years.

- (b) That HECFI adopt a policy of taking unredeemed tickets for
cancelled shows into income in the first year following the
year of the show.

Note: There is no requirement for a more conservative
policy on this matter. The probability and dollar amount of
refunds on cancelled shows over a year old is minimal.

BACKGROUND

Supporting reports for the above recommendations are attached.

John A. Leuser
John A. Leuser, C.A.
Director of Finance
and Administration

attach.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMO TO: John A. Leuser, C.A.
Director of Finance
and Administration

DATE: October 31, 1986

FROM: Rick DiFilippo, C.A.
Comptroller

RE: Unredeemed Gift Certificates

It is Hamilton Place policy to take the unredeemed portion into income after 3 years. As of September 30, 1986 there were \$ 13,115 of unredeemed gift certificates for 1983. This is net of \$ 2,106 in certificates from prior to 1983 which were redeemed in 1986. As of September 30, 1986, \$ 2,200 of the 1983 certificates had been redeemed in 1986.

At September 30, 1986 there were \$ 18,580 of unredeemed certificates from 1984.

Although the 3 year policy is conservative, I would prefer it left as is since any adjustment will result in a large amount of revenue in the year of change. This could distort the profit picture and would result in continually redeeming \$ 4,000 - \$ 6,000 of gift certificates which had previously been taken into income.

The O'Keefe Centre follows a three year recognition policy as we do.

The Centre in the Square takes the total of the unredeemed certificates at December 31 and subtracts the sales from July 1 - December 31 in that year. The remaining balance is taken into income.

Rick

RD:ps



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMO TO: John A. Leuser, C.A.
Director of Finance
and Administration

DATE: October 31, 1986

FROM: Rick DiFilippo, C.A.
Comptroller

RE: Cancelled Shows

The Hamilton Place "official" policy is to take the unredeemed tickets on cancelled shows into income after three years. In fact, somewhere along the line an "error" was made and in 1986 the cancelled show account included only shows from 1984 - 1986 since 1983 was taken into income in 1985.

As of September 30, we had \$ 381 in unredeemed tickets for cancelled shows from 1984 and \$ 465.90 from 1985.

The O'Keefe Centre and the Centre in the Square - Kitchener have no formal policy regarding cancelled shows but personnel there have informed me that they generally handle these tickets in the following manner:

O'Keefe - take into income at the end of the year
Centre in the Square - take into income at the end of the year
providing the show was scheduled at least
six months prior.

As a result, I would recommend that we adopt a policy of leaving only the current year's unclaimed tickets on cancelled shows in liabilities. This would mean, for example, that at December 31, 1986 we would leave only the 1986 cancelled shows in the liability account. There is a relatively small chance that refunds will be made on shows that are over a year old and the increase in revenue in 1986 as a result of changing the policy is insignificant.

Rick

RD:ps



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PUBLIC LIBRARY

MEETING OF THE BOARD OF DIRECTORS

JAN 12, 1987

Friday, December 12, 1986
9:00 A.M.

GOVERNMENT DOCUMENTS

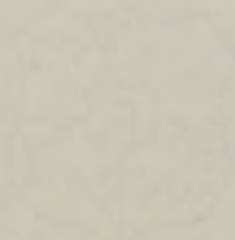
Copps Coliseum Board Room

AGENDA

1. **Chairman's Remarks**
2. **Minutes of November 14, 1986** Attachment 2
 - 2.1 Errors or Omissions
 - 2.2 Motion for Approval
3. **Minutes of November 28, 1986** Attachment 3
 - 3.1 Errors or Omissions
 - 3.2 Motion for Approval
4. **Business Arising From the Minutes**
 - 4.1 Sheraton Hotel : Convention Room Blocks Attachment 4.1
 - 4.2 Awarding of Contract : Personnel Hoist Attachment 4.2
5. **Report by Director of Marketing** ~~Attachment 5~~
6. **Committee Reports/Minutes**
 - 6.1 Copps Coliseum Committee Ninth Report Attachment 6.1
 - 6.1.1 Copps Coliseum Committee Minutes of
October 27, 1986 Attachment 6.1.1
 - 6.2 Hamilton Place Committee Ninth Report Attachment 6.2
 - 6.2.1 Hamilton Place Committee Minutes of
October 30, 1986 Attachment 6.2.1
 - 6.3 Hamilton Convention Centre Committee
Ninth Report Attachment 6.3
 - 6.3.1 Hamilton Convention Centre Minutes of
October 31, 1986 Attachment 6.3.1



CONFIDENTIAL



CONFIDENTIAL

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

- 6.4 Audit & Finance Committee Fifteenth Report
- 6.4.1 Audit & Finance Committee Minutes of
November 5, 7, 21, 1986

Attachment 6.4

Attachment 6.4

7. **New Business**

- 7.1 Committee Meetings & Attendance
- 7.2 Animated Film Festival : Subsidy Fund Request
- 7.3 MacNab Arms Restaurant Update

Verbal

Attachment 7.2

Verbal

8. **Other Business**

9. **Date of Next Meeting**

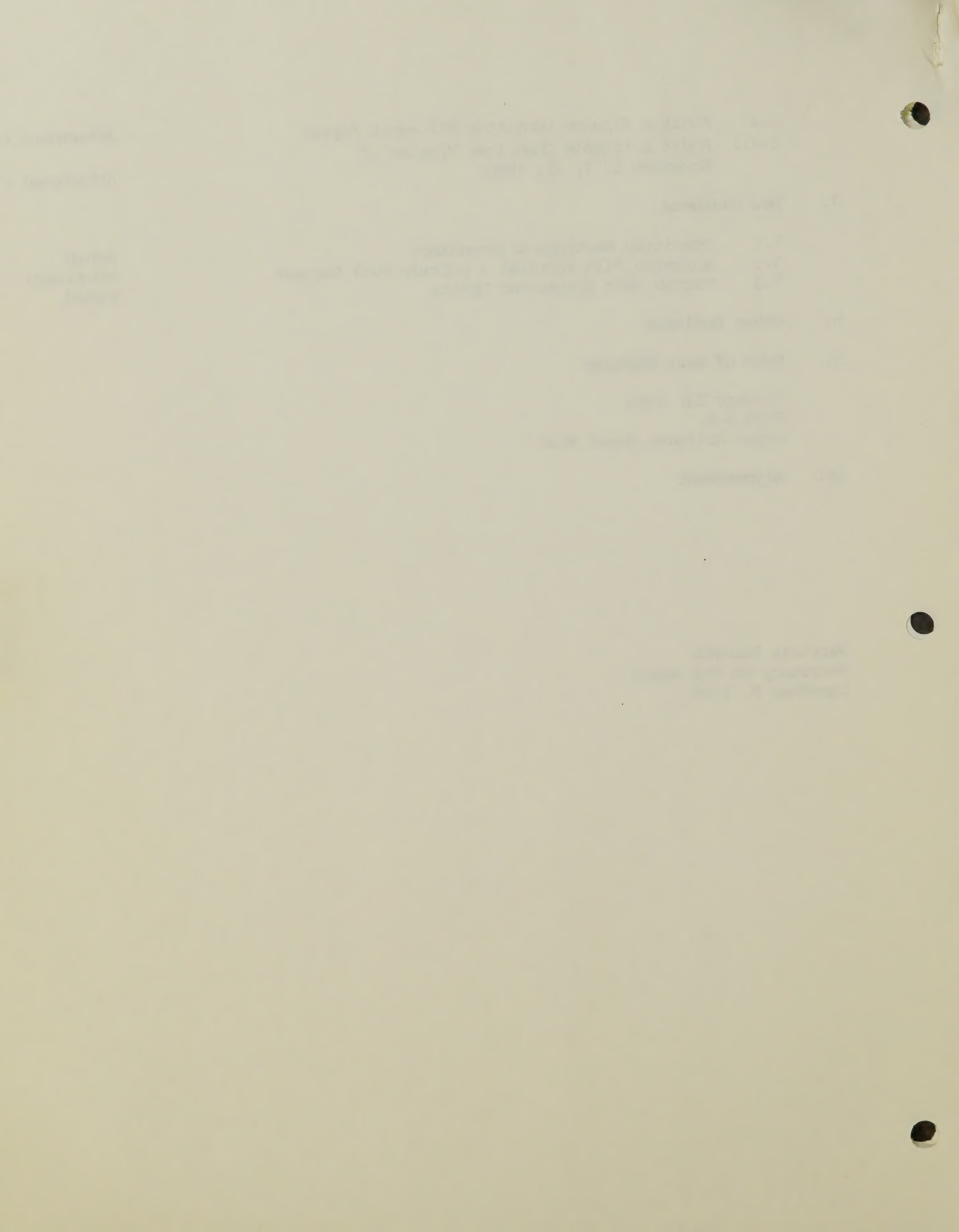
January 23, 1986

9:00 A.M.

Copps Coliseum Board Room

10. **Adjournment**

Patricia Bennett
Secretary to the Board
December 9, 1986



Attachment 2

2. Minutes of November 14, 1986

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, November 14, 1986

9:00 A.M.

Copps Coliseum Board Room

MINUTES OF REGULAR SESSION

PRESENT: Mr. D. Braley, Chairman of the Board
Alderman B. Hinkley
Alderman T. Murray
Alderman J. Gallagher
Alderman R. Wheeler
Mr. S. Cino
Mr. D. Beattie
Mrs. J. Gowland
Dr. C. Bart
Mr. W. McFarland

REGRETS: Mayor R. Morrow
Mr. T. Yates
Mr. D. Hector
Mr. T. Casey

MEDIA: Mr. B. Ireland, C.H.C.H. T.V.
Mr. S. McNeil, The Spectator
Mr. L. Meyer, C.H.M.L.

1. Chairman's Remarks

The Chairman welcomed everyone to the meeting. The Secretary confirmed that Board Members had been properly notified and the meeting was duly constituted for business.

Alderman Hinkley announced that Copps Coliseum had been nominated and won a Facility of Merit recognition by the Athletic Business magazine. The award will be presented at a luncheon Thursday, December 4, 1986 at the 1986 Athletic Business Conference in Atlanta, Georgia.

In-Camera Session

MOVED by Mr. Cino, seconded by Dr. Bart that

THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motions were carried during the In-Camera Session:

THE IN-CAMERA MINUTES OF OCTOBER 10, 1986 BE ACCEPTED.

THE COPPS COLISEUM COMMITTEE IN-CAMERA REPORT OF OCTOBER 27, 1986 BE APPROVED AND THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

THAT A LETTER BE SENT TO EACH SCULPTOR FROM THE CHAIRMAN AND MEMBERS OF THE COPPS COLISEUM COMMITTEE EXPLAINING THE SITUATION AND ENCLOSED WITH THE LETTER A CHEQUE IN THE AMOUNT OF \$250.00.

THAT STAFF PREPARE A REPORT OF FUTURE PLANS FOR MARKETING COPPS COLISEUM OF WHICH EXCLUSIVITY IS A PART OF THIS STRATEGY.

THE COPPS COLISEUM COMMITTEE IN-CAMERA MINUTES OF SEPTEMBER 29, 1986 BE RECEIVED FOR INFORMATION.

THE HAMILTON PLACE COMMITTEE IN-CAMERA REPORT OF OCTOBER 30, 1986 BE APPROVED AND THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

THE HAMILTON PLACE COMMITTEE RECOMMENDS APPROVAL OF THE IATSE CONTRACT WITH THE ADDITION OF A NEGOTIATED AGREEMENT FOR BI-WEEKLY PAYMENT OF SALARY AND WAGES.

THE DIRECTOR OF HAMILTON PLACE WRITE TO THE HONOURABLE JOHN MUNRO WITH REFERENCE TO THEIR MEETING OF OCTOBER 11, 1986 PROPOSING A MINIMUM SCHEDULE OF PAYMENTS TO SETTLE THE SUPERSTARS OF ITALY ACCOUNT.

ON FURTHER CONSIDERATION THE HAMILTON PLACE COMMITTEE RECOMMENDS THE CONTRACT FOR PURCHASE OF A PERSONNEL HOIST TO CAPITAL EQUIPMENT INC. OF HAMILTON, ONTARIO TO THE AUDIT & FINANCE COMMITTEE FOR APPROVAL.

THE ADOPTION OF CLAUSE 5.2 OF THE PROPOSED AGREEMENT BETWEEN IATSE, LOCAL 129, AND HAMILTON PLACE BE APPROVED.

THE HAMILTON PLACE COMMITTEE IN-CAMERA MINUTES OF SEPTEMBER 25, 1986 BE RECEIVED FOR INFORMATION.

THAT THE AUDIT & FINANCE COMMITTEE BE DIRECTED TO MEET WITH THE AUDITORS WITH RESPECT TO OUTSTANDING HAMILTON PLACE ACCOUNTS RECEIVABLES.

THE AUDIT & FINANCE IN-CAMERA MINUTES OF SEPTEMBER 30TH AND OCTOBER 6TH, 1986 BE RECEIVED FOR INFORMATION.

MR. BRIAN CONACHER BE APPOINTED AS A PERMANENT EMPLOYEE OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. AND THE CORPORATION OF THE CITY OF HAMILTON AS THE MANAGING DIRECTOR/CEO, IN LEVEL "B" OF THE CITY OF HAMILTON'S DEPARTMENT HEADS AND DEPUTIES SALARY SCHEDULE, LEVEL FIVE, AT \$78,513.24 PER ANNUM, SUBJECT TO THE SALARY STUDY, EFFECTIVE JANUARY 1, 1987; AND

THAT THE RECOMMENDATION BE FORWARDED TO THE EXECUTIVE COMMITTEE FOR APPROVAL.

THE IN-CAMERA SESSION BE ADJOURNED.

2. Minutes of October 10, 1986

MOVED by Alderman Wheeler, seconded by Alderman Murray that
THE NOVEMBER 14, 1986 MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

3. Business Arising From the Minutes

Nil

4. Committee Reports/Minutes

4.1 Copps Coliseum Committee Eighth Report

MOVED by Alderman Murray, seconded by Mr. Beattie that

THE COPPS COLISEUM COMMITTEE EIGHTH REPORT BE APPROVED AND
THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

THAT A GREEN ROOM BE ESTABLISHED ON THE CONCOURSE LEVEL, ROOM NO. 312, IN THE SPACE PRESENTLY OCCUPIED BY VOLUME SERVICES, INC.

THAT THE TENDER SUBMITTED BY GUILD ELECTRIC LIMITED, WILLOWDALE, ONTARIO, IN THE TOTAL AMOUNT OF \$59,000.00. FOR IMPROVEMENTS TO THE ARENA LIGHTING SYSTEM AT COPPS COLISEUM BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING. LOWEST OF THREE (3) TENDERS RECEIVED.

THAT THE REPORT ENTITLED COPPS COLISEUM - MODIFICATIONS TO FRIEGHT ELEVATOR TO FACILITATE USE BY HANDICAPPED, AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED.

THAT AN APPROPRIATION OF \$40,000. BE ESTABLISHED FOR WORK NECESSARY TO SUPPLY AND INSTALL A SELF-CONTAINED ELECTRODE STEAM GENERATING HUMIDIFICATION SYSTEM FOR FAN SYSTEMS IN HAMILTON PLACE, AND THAT THE TENDER SUBMITTED BY BEAVER ENGINEERING LTD. IN THE TOTAL AMOUNT OF \$28,990. FOR MECHANICAL WORK NECESSARY TO SUPPLY AND INSTALL A HUMIDIFICATION SYSTEM FOR FAN SYSTEMS IN HAMILTON PLACE BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE TO RECOMMEND THE METHOD OF FINANCING. LOWEST OF FIVE (5) TENDERS RECEIVED.

THAT THE TENDER SUBMITTED BY J.L. SOUND SYSTEMS, HAMILTON, ONTARIO, IN THE TOTAL AMOUNT OF \$33,779.90. FOR SOUND REINFORCEMENT SYSTEM UPGRADES AT COPPS COLISEUM BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE TO RECOMMEND THE METHOD OF FINANCING. LOWEST OF THREE (3) TENDERS RECEIVED.

THAT THE REPORT ENTITLED COPPS COLISEUM - FINISHING OF STREET LEVEL AREA, AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED.

THAT THE RECOMMENDATION REQUESTING THE DIRECTOR OF COPPS COLISEUM TO PROCEED WITH THE FINISHING AND FURNISHING OF THE REMAINING NINE (9) PRIVATE BOXES AS PER THE SUBSTANTIALLY COMPLETED PRIVATE BOX 109, BE TABLED. Note: This recommendation was tabled in order to permit the full Board to view the completed private box 109 before authorizing completion of the remaining boxes. Refer to item number eight (8) of the minutes.

**THAT THE COPPS COLISEUM COMMITTEE APPROVE IN PRINCIPLE
THE PRESENT FINISHING SCHEME OF PRIVATE BOX 109.**

MOTION CARRIED.

The following information items were received:

- (i) The booking confirmation;
- (ii) The verbal report from the Director of Marketing with respect to the First Anniversary Celebration of Copps Coliseum;
- (iii) The Consolidated Unaudited Operating Results for Copps Coliseum for the Nine Month Period Ended September 30, 1986;
- (iv) The Unaudited Operating Results for The Central Utilities Plant for the Nine Month Period Ended September 30, 1986;
- (v) The Report by the Director of Copps Coliseum.

4.1.1 Copps Coliseum Committee Minutes of September 29, 1986

MOVED by Alderman Murray, seconded by Alderman Gallagher that
**THE COPPS COLISEUM COMMITTEE MINUTES OF SEPTEMBER 29, 1986 BE
RECEIVED FOR INFORMATION.**

MOTION CARRIED.

4.2 Hamilton Place Committee Eighth Report

MOVED by Mr. Cino, seconded by Dr. Bart that

**THE HAMILTON PLACE COMMITTEE EIGHTH REPORT BE APPROVED AND
THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:**

**THAT SPECIFIC HAMILTON PLACE PROJECTS BE FINANCED FROM
THE CAPITAL IMPROVEMENT SURCHARGE FUND.**

Note: The Audit & Finance Committee be requested to review four projects totalling an estimated \$220,000. to be forwarded to the City Treasurer to be noted in the relevant portion of the Capital Budget as projects under consideration by the Hamilton Place Committee for the fiscal year 1987. Full documentation is included in the Audit & Finance Report.

THAT HECFI SENIOR MANAGEMENT PERSONNEL NOT ACCEPT POSITIONS ON BOARDS HAVING FINANCIAL TRANSACTIONS WITH HECFI FACILITIES WITHOUT PRIOR BOARD APPROVAL.

THAT THE AUDIT & FINANCE COMMITTEE DETERMINE AND PROVIDE GUIDELINES FOR FACILITIES DIRECTOR ON PROCEDURES FOR ACCESSING FUND - SPECIFICALLY, WHO MAY AUTHORIZE AND HOW DECISIONS ARE TO BE COMMUNICATED.

Note: Hamilton Place had no prior knowledge of an approval for Special Events Subsidy Fund financing in the amount of \$795. with respect to the Progressive Conservative Party of Ontario Convention - Hamilton Place. Full documentation is included in the Audit & Finance Report.

THAT, HAVING RECEIVED INFORMATION THAT THE AMENDMENT TO BILL 26 HAS BEEN REFERRED TO COMMITTEE FOLLOWING SECOND READING, THE BOARD OF DIRECTORS BE GIVEN MOST RECENT INFORMATION AT THE AUDIT & FINANCE COMMITTEE MEETING IN ORDER THAT HECFI REPRESENTATIVES HAVE THE OPPORTUNITY TO MAKE REPRESENTATIONS AT THE COMMITTEE HEARING.

MOTION CARRIED.

The following information item was received:

- (i) The Director of Finance & Administration reported an outstanding month in September. The August 31st shortfall in the amount of \$35,460. has been recovered and a budgetary surplus achieved in the amount of \$35,502. This is the result of good performance activity and the transfer of two Hamilton Place reserve accounts to operating income.

4.2.1 Hamilton Place Committee Minutes of September 25, 1986

MOVED by Dr. Bart, seconded by Alderman Wheeler that

THE HAMILTON PLACE COMMITTEE MINUTES OF SEPTEMBER 25, 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.3 Hamilton Convention Centre Committee Eighth Report

MOVED by Alderman Wheeler, seconded by Mr. Beattie that

THAT THE HAMILTON CONVENTION CENTRE COMMITTEE EIGHTH REPORT BE APPROVED AND THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

THAT APPROVAL BE GIVEN TO THE MACNAB ARMS RESTAURANT BUSINESS PLAN; AND THAT APPROVAL BE REQUESTED FROM THE EXECUTIVE COMMITTEE; AND THAT THE EXECUTIVE COMMITTEE BE REQUESTED TO RECOMMEND THE METHOD OF FUNDING FOR THE ADDITIONAL COSTS.

During discussion of the MacNab Arms Business Plan the Managing Director clarified for the Board that approval of the Business Plan endorsed the inclusion of providing fast food and beverage service to the Pavilion which was not in the original mandate; that City Council approved the expenditure of approximately \$40,000. for capital equipment but that the Business Plan recommends the expenditure of \$109,000. representing an additional \$69,000.; that the original concept was for a restaurant with an operating budget of approximately \$300,000. - the Business Plan recommends an operating budget of approximately \$840,000.; the original concept was for fine dining in a price range from \$6.00. to \$8.00. per meal -the Business Plan recommends a price range from \$15.00. to \$35.00.; the original proposal included a salary range up to \$28,000. per annum for a Chef - the Business Plan proposes a salary range up to \$35,000. representing a \$7,000. differential.

THAT AN ASSISTANT CHIEF STEWARD BE HIRED IMMEDIATELY IN STEP 1 OF PAY GRADE 103, WHICH IS AN ANNUAL SALARY OF \$15,867. SUBJECT TO THE SALARY SURVEY AT PRESENT IN PROGRESS FOR EMPLOYEES OF THE CORPORATION.

THAT THE OPERATING EXPENSES AS OUTLINED IN A MEMORANDUM DATED OCTOBER 24, 1986 FROM THE OPERATIONS MANAGER TO THE DIRECTOR BE PROCESSED THROUGH THE 1986 EXPENSE LINES, NAMELY THAT THE CHINA, GLASSWARE AND SILVER ACCOUNTS BE OVER-EXPENDED BY APPROXIMATELY \$13,000. IN 1986.

THAT THE MATTER OF HOTEL ROOM BLOCKS FOR CONVENTIONS BE CONSIDERED BY THE HECFI BOARD AND FROM THERE REFERRED TO THE EXECUTIVE COMMITTEE OF THE CITY OF HAMILTON FOR THEIR CONSIDERATION AND RECOMMENDATION AS TO HOW THE MATTER MIGHT BE RESOLVED TO THE SATISFACTION OF THE HOSPITALITY INDUSTRY IN THE CITY AND OF THE CITY OF HAMILTON AND THE HECFI BOARD.

Mr. Penfold was commended for his presentation. During the discussion it was reported that the days of operation of the restaurant would be Tuesday through Sunday except for the winter months when days of operation would be Tuesday through Saturday. Mr. Penfold reported that it is anticipated that the restaurant operation would "break even" in the first year.

The following information items were received:

- (i) Directors Report for September 1986;
- (ii) Marketing Update Report by Director of Marketing;
- (iii) Sales Report, September 1986;
- (iv) Unaudited Operating Results for the Eighth Month Period Ended September 30, 1986;
- (v) A recommendation of the Convention Centre Management for approval for the Burl-Oak Lighting and Sign Co. tender to be accepted at a monthly rate of \$549.66. for a three year term commencing December 1, 1986 was referred back to management for further study;
- (vi) Management was instructed to retender the installation of track lighting in Chedoke in order that the other bidders may have an opportunity to bid on the additional \$2,900. cost for installation of hidden wiring;
- (vii) The Report from the Director of Copps Coliseum with respect to the building temperature.

4.3.1 Hamilton Convention Centre Minutes of September 26, 1986

MOVED by Alderman Wheeler, seconded by Mr. Beattie that

THE HAMILTON CONVENTION CENTRE MINUTES OF SEPTEMBER 26, 1986
BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.4 Audit & Finance Committee Twelfth Report

Mr. McFarland presented the Audit & Finance Committee Twelfth Report.

MOVED by Mr. McFarland, seconded by Alderman Murray that

THE FOLLOWING RECOMMENDATIONS BE APPROVED:

THAT HECFI ADOPT A POLICY OF EXPENSING DRY GOODS SUPPLIES AS THEY ARE PURCHASED.

THAT AN INFORMATION SYSTEMS STEERING COMMITTEE BE ESTABLISHED FOR HECFI AND THAT THE COMMITTEE'S TERMS OF REFERENCE BE AS OUTLINED IN SCHEDULE B OF THE REPORT.

THAT \$25,000. BE TRANSFERRED FROM ACCOUNT NO. 0360-6023 (OPERATING SUPPLIES) TO ACCOUNT NO. 0360-6031 (REPAIRS AND MAINTENANCE EQUIPMENT) AS A BUDGET REALLOCATION IN THE CUP OPERATING BUDGET.

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Dr. Bart that

THE PROPOSED 1987 HECFI PART-TIME EMPLOYEE WAGE RATES BE ACCEPTED AND APPROVED, AS AMENDED, EFFECTIVE JANUARY 1, 1987.

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Dr. Bart that

THE HECFI BOARD OF DIRECTORS APPROVE THE EXPENDITURE OF \$1,500. TOWARDS A HECFI EMPLOYEE PARTY SCHEDULED FOR MONDAY, DECEMBER 22, 1986 AT THE ROYAL CONNAUGHT HOTEL.

THAT AN ASSISTANT CHIEF STEWARD BE HIRED IMMEDIATELY IN STEP 1 OF PAY GRADE 103, WHICH IS AN ANNUAL SALARY OF \$15,867.00. SUBJECT TO THE SALARY STUDY.

MOTION CARRIED.

The following information items were received:

- (i) The Consolidated Unaudited Operating Results of HECFI for the Nine Month period ended September 30, 1986;
- (ii) The Unaudited Operating Results of the Central Utilities Plant for the Nine Month period ended September 30, 1986;
- (iii) The preliminary 1987 Operating Budget for CUP;
- (iv) The preliminary 1987 Operating Budget for HECFI;
- (v) Verbal status report on the Compensation Study;
- (vi) Capital budgets for HECFI and CUP were favourably received by the City's Executive Committee On October 29th.

4.4.1 Audit & Finance Committee Minutes of September 30th and October 6th, 1986

MOVED by Mr. McFarland, seconded by Dr. Bart that

THAT THE AUDIT & FINANCE COMMITTEE MINUTES OF SEPTEMBER 30TH AND OCTOBER 6TH, 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.5 Audit & Finance Committee Thirteenth Report

MOVED by Mr. McFarland, seconded by Dr. Bart that

THE AUDIT & FINANCE COMMITTEE THIRTEENTH REPORT BE APPROVED AND THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

THAT THE 1987 HAMILTON SPECTATOR INDOOR GAMES BE DESIGNATED AS A "SPECIAL EVENT" AND BE PERMITTED TO LICENCE THE USE OF COPPS COLISEUM FOR THE EVENT ON FEBRUARY 13, 1987 UNDER THE TERMS AND CONDITIONS AS SET DOWN IN THE REPORT.

THAT MANAGEMENT DEVELOP AN APPROPRIATE APPLICATION FORM THAT WOULD BE COMPLETED BY ORGANIZATIONS REQUESTING FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND.

THAT THE LICENCE FEE CONSIDERATION OF \$795.00. FOR USE OF HAMILTON PLACE ON SEPTEMBER 20, 1986 BY THE PROGRESSIVE CONSERVATIVE PARTY OF ONTARIO CONVENTION BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND.

THAT FACILITY CHARGES IN THE AMOUNT OF \$19,451.00. FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE PROGRESSIVE CONSERVATIVE PARTY OF ONTARIO IN RESPECT OF THEIR CONVENTION ON SEPTEMBER 18 - 21, 1986 BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND.

THAT THE CONTRACT FOR THE PURCHASE OF A PERSONNEL HOIST BE AWARDED TO CAPITAL EQUIPMENT INC., HAMILTON ONTARIO IN THE AMOUNT OF \$28,452.00. AND THAT THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND BE DESIGNATED AS THE SOURCE OF FUNDS.

THAT THE HECFI BOARD OF DIRECTORS CONSIDER MAKING REPRESENTATION TO THE LEGISLATIVE COMMITTEE CONSIDERING THE AMENDMENT TO BILL 26, RELATIVE TO THE ONTARIO RETAIL SALES TAX ACT AT QUEENS PARK ON NOVEMBER 20, 1986, PRIOR TO THE THIRD READING OF THE BILL.

Note: It was agreed during discussion by the Board that Alderman Wheeler will accompany Mr. Burrows and Mr. Conacher to Queens Park November 20th.

THAT OVERDRAFTS TALLING APPROXIMATELY \$13,000. BE AUTHORIZED IN RESPECT OF THE EXPENDITURE REPLACEMENT ACCOUNTS OF THE HAMILTON CONVENTION CENTRE FOR CHINA, GLASSWARE AND SILVER.

THAT THE CAPITAL PROJECT, GREEN ROOM FOR COPPS COLISEUM, IN THE AMOUNT OF \$50,000. BE PROCEEDED WITH AS PROVIDED FOR IN THE 1986 TOTAL PORTION OF THE 1986 - 1990 CAPITAL BUDGET FOR COPPS COLISEUM; AND THAT THE CITY'S EXECUTIVE COMMITTEE BE REQUESTED TO RECOMMEND THE METHOD OF FINANCING.

THAT THE TENDER SUBMITTED BY GUILD ELECTRIC LIMITED, WILLOWDALE, ONTARIO, IN THE TOTAL AMOUNT OF \$59,000. FOR IMPROVEMENTS TO THE ARENA LIGHTING SYSTEM AT COPPS COLISEUM BE ACCEPTED AND THAT THE PURCHASE BE FINANCED AS DOCUMENTED IN THE REPORT.

THAT THE TENDER SUBMITTED BY J. L. SOUND SYSTEMS, HAMILTON, ONTARIO, IN THE TOTAL AMOUNT OF \$33,779.90. FOR SOUND REINFORCEMENT SYSTEM UPGRADES AT COPPS COLISEUM BE ACCEPTED AND THAT A BUDGET TRANSFER OF \$10,550. BE AUTHORIZED FROM WORK-IN-PROGRESS EXPENDITURE ACCOUNT NUMBER 0408-U32754 (ELECTRONIC ORGAN) TO WORK-IN-PROGRESS EXPENDITURE ACCOUNT NUMBER

0408-U32772 (IMPROVEMENTS TO HOUSE SOUND SYSTEM); AND THAT THE PURCHASE BE FINANCED FROM THE APPROPRIATE ACCOUNTS AS DOCUMENTED IN THE REPORT.

THAT THE TENDER SUBMITTED BY BEAVER ENGINEERING LTD. IN THE TOTAL AMOUNT OF \$28,990.00. FOR MECHANICAL WORK NECESSARY TO SUPPLY AND INSTALL A HUMIDIFICATION SYSTEM FOR FAN SYSTEMS IN HAMILTON PLACE BE ACCEPTED; AND THAT THE PURCHASE BE FINANCED FROM WORK-IN-PROGRESS APPROPRIATION ACCOUNT NUMBER 0408-K32600 AND THAT THE APPROPRIATION ACCOUNT DESCRIPTION BE REVISED TO INCLUDE THE HUMIDIFICATION SYSTEM.

MOTION CARRIED.

The following items were received for information:

- (i) A listing of Hamilton Place's Capital Projects to be financed from the Capital Improvement Surcharge Fund;
- (ii) Four requests for Special Events Subsidy were referred back to management for further documentation: Hamilton Area Challenge Square Dancers; The Association of Central Canada Broadcast Engineers, Technologists and Technicians; Ontario Association of the Homes for the Aged Conference; and Pollution Control Association of Ontario.

Board Members were reminded that a special Board Meeting will be scheduled for November 28th to approve the budgets.

5. Report by Director of Marketing

The Director of Marketing presented his monthly report. During review of the report discussion regarding the 'Convention Bedroom Block Capabilities' took place and it was

MOVED by Alderman Hinkley, seconded by Alderman Wheeler that

THAT THE ISSUE OF THE SHERATON HAMILTON'S CUT-BACK IN ITS CONVENTION ROOM BLOCK BE REFERRED TO THE CITY'S EXECUTIVE COMMITTEE IN ORDER THAT THE CITY'S AGREEMENT WITH THE HOTEL IN THIS RESPECT MAY BE EXAMINED.

MOTION CARRIED.

It was agreed that at future meetings that the presentation of the Marketing Report will occur before the Committee Reports/Minutes.

MOVED by Mr. McFarland, seconded by Mr. Beattie that

THE MARKETING REPORT BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

6. New Business

6.1 Expiration of Term of Office of Three Members of the
HECFI Board of Directors

The Managing Director's November 10th memorandum was received for information.

6.2 Directors' and Officers' Liability Policy

The Director of Finance & Administration's October 28th memorandum outlining the \$1,000,000. liability coverage was received for information.

7. Other Business

7.1 Letter dated October 29, 1986 from Mr. Sam Cino

Mr. Cino's letter expressing appreciation for the floral tribute and condolences was received for information.

7.2 Status of Board of Directors of the Two HECFI
Foundations

The November 10th memorandum from the Managing Director recommending that the Chairmen of the two Boards be instructed to proceed to call meetings of their respective Boards as soon as possible in order to proceed to change the members of the respective Boards of Directors, was received for information.

8. Tour of Private Box in Copps Coliseum

Board Members toured the Private Box 109 following conclusion of the formal meeting with a view to recommending to Management that the remaining boxes be completed. The Secretary polled Board Members by telephone and the consensus was the the boxes be completed as soon as possible.

9. Adjournment

MOVED by Alderman Wheeler, seconded by Mr. Cino that

THE REGULAR SESSION BE ADJOURNED AT 12:45 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

David Braley, Chairman

Patricia Bennett, Secretary

3. Minutes of November 28, 1986

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

SPECIAL MEETING OF THE BOARD OF DIRECTORS

**Friday, November 28, 1986
12:00 Noon
Copp's Coliseum Board Room**

MINUTES OF REGULAR SESSION

PRESENT: Mr. D. Braley, Chairman of the Board
Alderman B. Hinkley
Mr. T. Yates
Alderman T. Murray
Alderman J. Gallagher
Alderman R. Wheeler
Mr. T. Casey
Mr. W. McFarland
Mrs. J. Gowland

REGRETS: Mayor Robert Morrow
Dr. C. Bart
Mr. D. Beattie
Mr. S. Cino
Mr. D. Hector

MEDIA: Mr. R. Melnbardis, The Spectator

1. Chairman's Remarks

The Chairman welcomed everyone to the meeting. The Secretary confirmed that Board Members had been properly notified and the meeting was duly constituted for business.

In-Camera Session

The following motion was carried during the In-Camera Session:

**THAT THE AUDIT & FINANCE FOURTEENTH IN-CAMERA REPORT BE
APPROVED.**

2. Audit & Finance Committee Fourteenth Report

The Chairman of the Board vacated the Chair to permit the Chairman of the Audit & Finance Committee to present the Report. The Chairman of the Audit & Finance Committee requested that the Director of Finance & Administration present the summary of the report. It should be noted that at the outset of the discussion, Board Members requested that future budget submissions be presented in binders so that page numbers may be found more easily.

MOVED by Mr. Braley, seconded by Mr. Yates that

THE 1987 OPERATING BUDGET FOR HECFI, EXCLUDING THE MACNAB ARMS RESTAURANT WHICH WILL BE TREATED AS A SEPARATE ITEM, BE APPROVED PRIOR TO ITS SUBMISSION TO THE CITY'S EXECUTIVE COMMITTEE.

MOTION CARRIED.

MOVED by Alderman Wheeler, seconded by Alderman Gallagher that

THE ISSUE OF THE MACNAB ARMS RESTAURANT BE RAISED AT THE PARKS & RECREATION COMMITTEE IN ORDER TO UPDATE THAT COMMITTEE WITH RESPECT TO THE PROPOSAL FOR OPERATION AS OUTLINED IN THE BUSINESS PLAN.

MOTION CARRIED.

MOVED by Mr. Braley, seconded by Mr. Casey that

THE SUM OF \$61,714.00. CHARGED TO DATE IN 1986 TO THE INNOVATIVE PROGRAMMING RESERVE BE REVERSED INTO THE 1986 OPERATING BUDGET OF HAMILTON PLACE.

MOTION CARRIED.

Note: This reversal of \$61,714.00. will have the effect of replenishing the reserve for Innovative Programming account back to the original amount of \$75,000.

MOVED by Alderman Murray, seconded by Alderman Gallagher that

THE HECFI BOARD OF DIRECTORS RECOMMEND TO THE CITY'S EXECUTIVE COMMITTEE THAT HECFI'S UNEXPENDED MUNICIPAL CONTRIBUTION BE TRANSFERRED TO THE HECFI RESERVE FOR CAPITAL PROJECTS ACCOUNT AND THAT NO PORTION BE UTILIZED AS A REDUCTION TO THE MUNICIPAL CONTRIBUTION FOR 1987.

MOTION CARRIED.

MOVED by Alderman Murray, seconded by Alderman Gallagher that
THE 1987 OPERATING BUDGET FOR C.U.P. BE APPROVED, PRIOR TO ITS
SUBMISSION TO THE CITY'S EXECUTIVE COMMITTEE.

MOTION CARRIED.

MOVED by Alderman Wheeler, seconded by Alderman Gallagher that
HECFI ADOPT A POLICY OF TAKING UNREDEEMED GIFT CERTIFICATES
INTO INCOME IN THE THIRD YEAR FOLLOWING THE YEAR WHICH THEY
WERE SOLD; and

THAT HECFI ADOPT A POLICY OF TAKING UNREDEEMED TICKETS FOR
CANCELLED SHOWS INTO INCOME IN THE FIRST YEAR FOLLOWING THE
YEAR OF THE SHOW.

MOTION CARRIED.

MOVED by Alderman Hinkley, seconded by Alderman Gallagher that
STAFF BE DIRECTED TO INVESTIGATE THE FEASIBILITY OF AN ENHANCED
MARKETING PROGRAM FOR GIFT CERTIFICATES AND THE COST OF SUCH A
PROGRAM.

MOTION CARRIED.

MOVED by Alderman Wheeler, seconded by Alderman Gallagher that
THE TENDER FOR THE FURNITURE REQUIREMENTS OF THE MARKETING
DEPARTMENT BE AWARDED TO INTEFAC/FURNISHING FOR BUSINESS,
MISSISSAUGA, ONTARIO, IN THE AMOUNT OF \$14,921.09. INCLUDING
TAXES AND DELIVERY; and

THAT THIS PURCHASE BE CHARGED TO WORK IN PROGRESS EXPENDITURE
CAPITAL ACCOUNT NUMBER 0408-U32732.

MOTION CARRIED.

The Chairman of the Board resumed the Chair.

3. Attendance at Board and Committee Meetings

The Managing Director raised the issue of attendance at Board
and Committee meetings indicating that problems have arisen
with respect to setting meetings at which a quorum is
available. Various Board Members responded stating that
Aldermen have difficulty scheduling all of their committee
commitments and that this has become an issue both at the

Region and City. It was suggested that applicants for Board membership be thoroughly appraised of the time commitment(s) inherent in the HECFI Board appointments.

4. Meetings and Incentive Travel Conference

The Director of Marketing reported that this conference will take place December 1st and 2nd at the Hamilton Convention Centre and the Hamilton Sheraton and extended an invitation to Board Members.

5. Adjournment

MOVED by Alderman Wheeler, seconded by Mr. Yates that

THE REGULAR SESSION OF THE BOARD ADJOURN AT 2:45 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

David Braley, Chairman

Patricia Bennett, Secretary

4.1 Sheraton Hotel : Convention Room Blocks

MEMORANDUM • CITY OF HAMILTON

TO : Chairman and Members,
Executive Committee
Attention: Mr. J. J. Schatz, Secretary YOUR FILE:

FROM : D. A. Powers
City Solicitor's Office OUR FILE : 1-45.14

SUBJECT : Sheraton Hotel cutback in
Convention Room Blocks DATE : 1986 December 4

A copy of the memo from HECFI dated November 27, 1986 dealing with this matter was provided to our department.

A review of the relevant Agreements, namely the November 19, 1981 Development Agreement, the May 3, 1983 Ground Lease, and the August 21, 1985 Lease Amending Agreement (to change Hotel Manager from Sheraton to Lakeview) indicates that the City's tenant, Lakeview Development Ltd., is not required to make available, blocks of rooms for convention delegates.

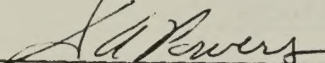
Section 4.02 of the City's Ground Lease to Lakeview provides as follows:

"The City, through its corporation The Hamilton Place Convention Centre, Inc. agrees to ensure co-operation between the Convention Centre and the Hotelier in the operation of their respective facilities."

Further, Section 3.04(2) of the City's Development Agreement with Lakeview provides that the Hotel to be constructed by Lakeview shall "...specifically conform, to the satisfaction of the Review Authority, to the Hotel development criteria set out in Schedule "C" hereto, complementing the Convention Centre facilities...". Schedule "C" sets out thirteen criteria that Lakeview is required to meet in respect of the Hotel. The criteria listed include such specifics as -- the number of guest rooms, the maximum area of retail shops, the seating capacity of banquet facilities, the provision of a link-up to the pedestrian walkway between the Hotel and the Convention Centre.

There is no requirement on Lakeview in the Schedule "C" development criteria to make available blocks of rooms for convention delegates from time to time.

The above two mentioned provisions of the City's Agreements with Lakeview are the only two provisions that appear to touch upon the issue in dispute. Accordingly, it will be necessary for HECFI to negotiate with Lakeview for the extent of accommodation to be made available to it.



D. A. Powers
for K. A. Rouff
City Solicitor

DAP:lb

c.c. Mr. D. C. Freeman, City Architect and
Co-ordinator, Lloyd D. Jackson Square

c.c. Chairman and Members of the Board
Hamilton Entertainment and Convention Facilities Inc.
✓ Attention: Ms. P. Bennett, Secretary

4.2 Awarding of Contract : Personnel Hoist



HAMILTON PLACE

MEMORANDUM

FROM: Hamilton Place Committee

DATE: December 8, 1986

FOR INFORMATION: XX

FOR ACTION: XX

TO: Board of Directors,
Hamilton Entertainment and Convention Facilities Inc.

SUBJECT: Awarding of Contract - Personnel Hoist

RECOMMENDATION:

That the contract for the purchase of a Personnel Hoist be awarded to Capital Equipment Inc., Hamilton, Ontario, in the total amount, inclusive of sales tax, of \$30,443.64 and that the Hamilton Place Capital Improvement Surcharge Fund be designated as the source of funds.

BACKGROUND:

The award of this contract has been previously approved by the Hamilton Place Committee, Audit and Finance Committee and by the HECFI Board. The amount approved (\$28,452.00) did not include sales tax (\$1,991.64). The Hamilton Place Committee requests that the total cost, \$30,443.64, be approved.

Respectfully submitted,

Thomas B. Burrows,
Director



MEMORANDUM

TO: [illegible]
FROM: [illegible]
SUBJECT: [illegible]

[illegible text]

[illegible text]

[illegible text]

[illegible text]

[illegible text]

[illegible text]

[illegible text]

[illegible text]

6.1 Copps Coliseum Committee Ninth Report

Please Note: Item 2 - Preventive Maintenance Computer System and Item 3 - Automated Security System were referred to the Audit & Finance Committee and approved.

Item 4 - Copps Coliseum Plaque requires final approval of the City's Executive Committee.



**REPORT TO THE HECFI BOARD OF DIRECTORS
FROM THE COPPS COLISEUM COMMITTEE MEETING
OF NOVEMBER 28, 1986**

1986 December 8

The Copps Coliseum Committee presents its **NINTH** Report and respectfully recommends the following:

1. Copps Coliseum - Exterior Electronic Signage

That the report entitled Copps Coliseum - Exterior Electronic Signage, as submitted by the Director of Copps Coliseum, be received for information.

NOTE: Documentation is attached.

2. Copps Coliseum - Preventive Maintenance Computer System, Award of Contract

That the tender submitted by Honeywell Ltd. in the total amount of \$18,173.00 for the provision of hardware and software components of a computerized preventive maintenance system for Copps Coliseum and The Central Utilities Plant be accepted, and that the Audit and Finance Committee recommend the method of financing.

NOTE: Documentation is attached.

3. Copps Coliseum - Automated Security System, Award of Contract

That the tender submitted by ADT Security Systems in the total amount of \$12,100.00 for the supply and installation of an automated security system for Copps Coliseum be accepted, and that the tender submitted by Hill's Video Centre in the total amount of \$15,303.05 for the supply and installation of a camera surveillance system for Copps Coliseum be accepted, and that an amount of \$4,720.00 be dedicated for the supply and installation of conduit necessary for the above installations with this work to be coordinated by the Chief Electrician, Copps Coliseum, and that the Audit and Finance Committee recommend the method of financing.

NOTE: Documentation is attached.

4. Copps Coliseum Plaque

That the Copps Coliseum Committee receive the outline of a proposed plaque displaying the names of the Mayor and Members of City Council along with the Chairman and Members of the HECFI Board of Directors who were serving as of November 30, 1985, when Copps Coliseum was officially opened, and that subject to the approval of the committee with regard to the format and the names listed thereon, the Director of Copps Coliseum be instructed to proceed and arrange to have the plaque constructed and installed, be approved.

That the first official HECFI Board of Directors be recognized by erecting a plaque in their honour.

NOTE: Documentation is attached.

5. Winterfest Request

That the Winterfest be designated as a "special event" and be permitted to licence the use of Copps Coliseum for the event on either January 31, 1986 or February 1, 1987 under the following terms and conditions:

- A flat basic building fee of \$6,000.00 for the event day (either January 31, 1987 or February 1, 1987).
- All normal event staff and event sheet charges up to a maximum of \$2,500.00, provided however, that it is understood that if the licensee requires "special" lighting, additional sound equipment, decorations, special effect equipment, special flooring, etc. that the cost may exceed \$2,500.00.

Further, Copps Coliseum will make every reasonable effort to help keep such costs to a reasonable minimum.

- The above terms and conditions are to be included as part of the Copps Coliseum standard licence agreement.
- That no admission fee be charged for the Winterfest event at Copps Coliseum to avoid the necessary ticket selling commission and possible complications with BASS' rights to print, sell and distribute all tickets to events in Copps Coliseum.

NOTE: Documentation is attached.

The following items are for information only:

1. Status Report on Confirmed Events at Copps Coliseum -
December 1986 to March 1987

That the Status Report on Confirmed Events at Copps Coliseum - December 1986 to March 1987, as submitted by the Director of Marketing, be received for information.

2. Consolidated Unaudited Operating Results for Copps
Coliseum for the Ten Month Period Ended October 31, 1986

That the Consolidated Unaudited Operating Results for Copps Coliseum for the Ten Month Period Ended October 31, 1986, be received for information.

3. Unaudited Operating Results for The Central Utilities
Plant for the Ten Month Period Ended October 31, 1986

That the Unaudited Operating Results for The Central Utilities Plant for the Ten Month Period Ended October 31, 1986, be received for information.

4. Report by the Director of Copps Coliseum

That the report as submitted by the Director of Copps Coliseum, be received for information.

NOTE: Documentation is attached.

5. Copps Coliseum First Birthday Bash

The Director of Marketing advised that 1,310 tickets have been given out for the public skate and that the ceremonies will begin at 11:00 a.m., with Mr. Norm Marshall to introduce the guest speakers.

6. Exclusivity

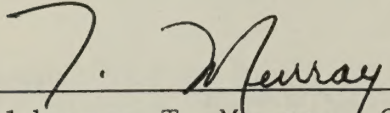
Mr. Conacher advised that there are three solutions at the moment, and that total exclusivity is not the fourth solution.

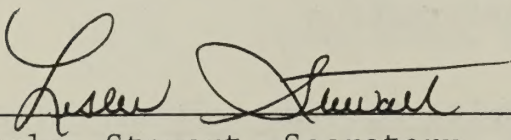
... Continued /4

7. Date of Next Meeting

The next meeting of the Copps Coliseum Committee will be at the call of the Chairman.

Resepctfully submitted,


Alderman T. Murray, Chairman


Leslee Stewart, Secretary

MEMORANDUM

TO: MR. J. J. COACHMAN

FROM: MR. J. J. COACHMAN

SUBJECT: COPPS COLISEUM - EXTERIOR ELECTRONIC SIGNAGE

DATE: 10/1/74

BY: MR. J. J. COACHMAN
DIRECTOR
COPPS COLISEUM

DATE: 10/1/74

COPPS COLISEUM - EXTERIOR ELECTRONIC SIGNAGE

SUBJECT: COPPS COLISEUM - EXTERIOR ELECTRONIC SIGNAGE

RECOMMENDATION:

For information only

Report of the

Commissioner of the General Land Office

for the year 1900

J. M. Smith
Commissioner

Wm. S. Smith
Assistant Commissioner

OFFICE OF THE COMMISSIONER OF THE GENERAL LAND OFFICE



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMORANDUM

FOR ACTION: ☐

FOR INFORMATION: ☒

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 November 19

SUBJECT: COPPS COLISEUM - Exterior Electronic Signage

RECOMMENDATION:

For information only.

BACKGROUND:

In response to a Call for Tenders issued by the Director of Purchasing, prices were received for the supply and installation of a three-sided electronic sign to be situated on the corner of Bay Street and York Boulevard.

The lowest bid submitted in accordance with the Tender Documents was that by Steel Art Signs Limited and totalled \$259,992.00. Daktronics Inc. qualified their response and submitted a "no cost" price in return for unspecified advertising considerations.

To achieve a better understanding of the bid submitted by Daktronics Inc. a meeting was arranged and held with representatives of Daktronics Inc. and held on 1986 November 10. In attendance along with myself were Messrs. B. Conacher and B. Calder. Daktronics's proposal was based on the premise that certain advertising privileges (both exterior and interior) would be granted for a term of ten (10) years and in return the electronic sign would be provided at no capital cost. Daktronics agreed to provide the following information within ten (10) days;

- a) Lump sum cost for supply and installation of specified sign.
- b) Marketing package outlining proposed method of financing for (a) above.
- c) Marketing strategy for both interior and exterior signs to be provided free of charge.

As of the date of this report I had not received this information.

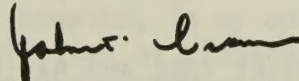
Although the submission by Daktronics may warrant consideration, I would favour the submission by Steel Art Signs Limited. Steel Arts Signs Limited are a local sign manufacturer, ie. Mississauga, and have several proven and demonstrated installations throughout Ontario, ie. O'Keefe Centre, Sun Life Building, Hyundai-Gardiner Expressway. Potential advertising revenue would remain with HECFI. Steel Arts Signs Limited have extended the time open for acceptance of their tender to 1986 December 12.

It should also be noted that the final location of the sign is yet to be established. Apart from the objections which the respective traffic authorities may have, and which I believe can be overcome, the one thing that must be resolved is whether or not the sign will be visible and suitable for the purposes intended. It is my intention to erect a mock-up sign so that sight lines can be checked. I will report these results. Any decision will be subject to these findings.

BACKGROUND CONT'D.

It is my understanding that the final decision with respect to the award of tender rests with the Executive Committee. Every attempt will be made to formulate a recommendation as soon as possible so that this work may proceed.

Respectfully submitted,



John T. Crane
Director
Copps Coliseum

attchm.

F O R A C T I O N

FROM. DAVID C. FREEMAN, CITY ARCHITECT DATE 1986 September 11

TO BRIAN CONACHER, MANAGING DIRECTOR, HECFI Refer To File No. _____

Attention Of _____

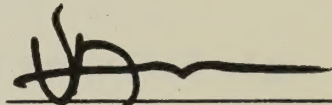
Your File No. _____

SUBJECT

PROPOSED ELECTRONIC SIGN AT YORK AND BAY STREETS

RECOMMENDATION

That the proposals submitted by Steel Art Signs Limited dated August 5, 1986, in the amount of \$259,992.00 be recommended for acceptance by the City Executive Committee and Council. The cost should be charged to the allowance provided for this purpose, Account No. 0408-U32762, which has an uncommitted balance of approximately \$345,000.00.



BACKGROUND

As you are aware, proposals were solicited and received on August 5. I have distributed copies to our Consultant, Burton Kramer Associates, and have examined the tenders with their assistance.

The tender from Steel Art Signs Ltd., is the lowest of those which were in conformance with the requirements of the specifications. For your information, the prices received are listed at the bottom of this report.

A proposal was also received from Dakronics Inc., to provide a four colour sign similar to that which was specified, at no cost. If you wish to examine this proposal, Dakronics will of course wish to share in some way in advertising revenues. This is not specified in detail in their proposal, but would require negotiation between the parties. My assumption is that you will not wish to give up any advertising rights at this time, but to retain those and the potential revenues.

The proposal from Steel Art Signs Ltd., follows the proposal call documents in every respect. I have attached copy of the technical portion of the proposal call for your information, together with a brochure submitted by Steel Art. They have constructed similar signs at many other locations, and in the opinion of our Consultant, are fully capable to do this project.

I have also enclosed a copy of the proposal received from Dakronics, so that you may examine it.

Brian Conacher, H.E.F.C.I.

1986 September 11

I would suggest that, you should deal with these proposals with your Board, and return a recommendation to the City Executive Committee as to the desired course of action, since this is drawn from the Capital Budget which is to be cmonitored by the Executive Committee.

I should point out that the Traffic Department is not in favour of a sign at this location. I enclose a copy of their memo to me on this subject. For this reason, the proposal call included, as an alternative, a single sided sign to be mounted on the roof at the north-west corner of the building. This location would be more acceptable to the Traffic Department. However, in my opinion, there is no overwhelming reason why the sign should not be constructed as planned, at the corner. You will note in the memo from the Traffic Department, that they would reserve judgement, should there be any traffic difficulties caused at a later date by this location.

<u>Bidder</u>	<u>Price</u>	<u>Alternate for Single-side Sign</u>
Steel Art Ltd.	\$ 259,992.00	\$ 135,491.00 .
Macey Neon Ltd.	252,289.73	126,802.93
White Way Sign Co.	353,422.00	-
Neon Products Ltd.	247,229.00	110,548.00
Claude Neon	247,227.72	110,547.68
Daktronics	No Cost	
Ferrante-Packard	611,152.00	282,172.00

Encl.

c.c. Tom Bradley, Director,
Purchasing Department

SPECIFICATIONS

SECTION III

PAGE - 17 -

1. Full Matrix/Poster Unit

1.1. Size:

a) Sign face/structure:

Height of full matrix unit (without structure)-six (6) feet, six (6) inches.

Height of sign face/structure - ten (10) feet, six (6) inches

Width of full matrix (without structure) - approx. twenty-five (25) feet.

Width of sign face/structure - approx. twenty-seven (27) feet.

Edges at end of each sign face - four (4) inch radius.

Depth of sign face - sixteen (16) inches.

Acrylic letters (Coppes Colisium) - eighteen (18) inch cap height. Height of logo - twenty-four (24) inches.

See Diagrams 1.1., 1.2., 1.3.

b) Column/Poster Cases

Base of column - two (2) and one half ($\frac{1}{2}$) feet of exposed concrete.

Height of Column - thirty-eight (38) feet, six (6) inches

Width of Column - (all three sides) four (4) feet, six (6) inches.

Edges of Column - four (4) inch radius. See diagrams 1.1., 1.3.

Height to bottom of poster case to ground - three (3) feet

Height of poster case - five (5) feet.

Width of poster case - three (3) feet, six (6) inches.

Depth of poster case - to be determined with fabricator.

Poster case set out approx. one (1) inch from column.

Adjusta board (inside of case) - five (5) feet high by three (3) feet, six (6) inches wide.

Type sizes - $2\frac{1}{2}$ inches and one (1) inch.

Magnets - to be determined with fabricator.

Door frame - approx. - one (1) inch wide

Glass thickness - to be determined with fabricator.

c) Sign face supports (with lighting)

Structural detailing of supports and lighting to be determined with fabricator. See diagram 1.3.

d) Advertising Faces

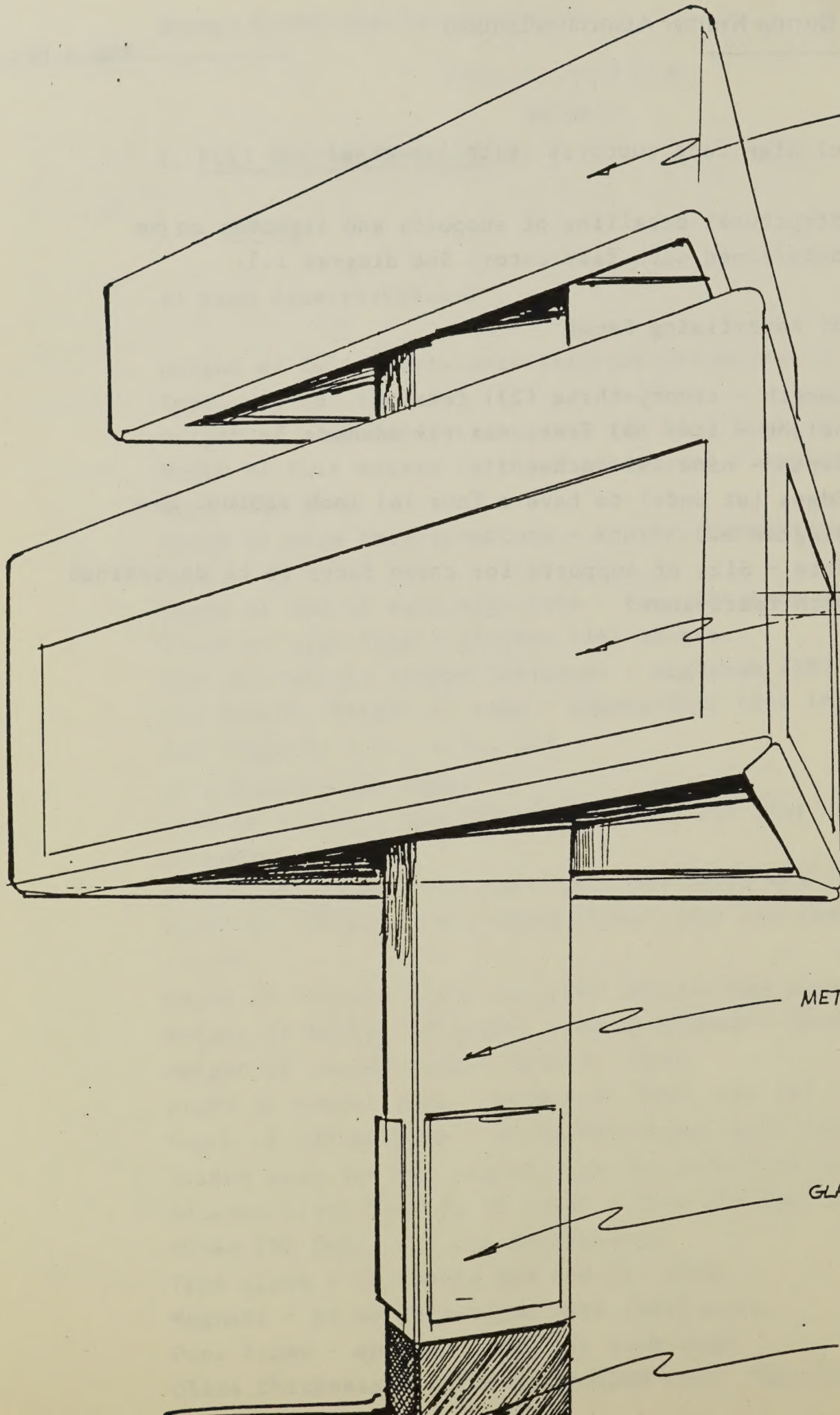
Length - twenty-three (23) feet

Height - five (5) feet, six (6) inches

Depth - nine (9) inches

Edges (at ends) to have a four (4) inch radius. See diagram 1.3.

Note - Size of supports for these faces to be determined with fabricator.



ADVERTISING SPACE
THREE SIDED

FULL MATERIAL
THREE SIDED

METAL SURFACE/PAINT

GLASS DOORS/POSTER

2 1/2' EXPOSED CONC

**COPPS COLISEUM - PREVENTIVE MAINTENANCE COMPUTER SYSTEM
AWARD OF CONTRACT**

M E M O R A N D U M

FOR ACTION: ☒

FOR INFORMATION: ☐

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 November 19

SUBJECT: COPPS COLISEUM - Preventive Maintenance Computer System,
Award of Contract

RECOMMENDATION:

- That 1) The tender submitted by Honeywell Ltd. in the total amount of \$18,173.00 for the provision of hardware and software components of a computerized preventive maintenance system for Copps Coliseum and The Central Utilities Plant be accepted.
- 2) The Audit and Finance Committee recommend the method of financing.

NOTE: Most suitable tender received.

BACKGROUND:

In response to a Call for Tenders issued by the Director of Purchasing, ten (10) tenders were received for the provision of a computerized preventive maintenance system for Copps Coliseum and The Central Utilities Plant.

The Form of Tender requested individual prices for the software and hardware components of the system. Bidders submitting prices on both components of the system were evaluated. The results of this analysis are attached hereto.

The tender submitted by Honeywell Ltd. was determined to be the most suitable for the following reasons;

- 1) Complete network compatibility with existing building automation computer system.
- 2) Proven and demonstrated software programming.
- 3) Minimal addition to hardware equipment as existing equipment is utilized.
- 4) Reduced start-up time due to existing software pre-programming by Honeywell.
- 5) Individual equipment run time determination due to current DP6 capabilities.
- 6) 100% Canadian content.

The Honeywell tender was not the lowest received. C. B. Engineering and Deliotte Inc. submitted bids of \$17,380.00 and \$17,572.00 respectively compared to Honeywell's price of \$18,173.00. The computer systems offered by C. B. Engineering and Deliotte Inc. were judged less desirable as compared to Honeywell for the following reasons;

1. Stand alone systems, ie. hardware components are comprised of IBM PC or equivalent type equipment.
2. Very basic software programming packages without proven abilities.
3. Not compatible with existing building automation system control components.

On this basis, I am recommending that Honeywell Ltd. be accepted for this work at a total cost of \$18,173.00.

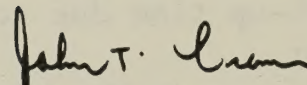
Sufficient funding is contained within Account No. 0408-U32785 - Computerized Preventive Maintenance System for this work.

BACKGROUND:

TENDER ANALYSIS - PM COMPUTER SYSTEM

	<u>Hardware</u>	<u>Software</u>	<u>Combined</u>
C. B. Engineering	\$10,480.00	\$ 6,900.00	\$17,380.00
Deliotte	\$10,372.00	\$ 7,200.00	\$17,572.00
Honeywell	NO BID	\$18,173.00	\$18,173.00
Tigertron	\$12,600.00	\$12,900.00	\$25,500.00
Johnson	\$12,000.00	\$12,798.00	\$25,678.00
Powers	\$27,629.00	\$15,793.00	\$43,422.00

Respectfully submitted,



John T. Crane
Director
Copps Coliseum

RECORDED

THE ATTORNEY

FOR INFORMATION

TO: Copps Coliseum Committee, ALLEN, Mr. J. Secretary
 Audit and Finance Committee, DATE: Mr. J. Miller, Secretary

COPIES TO: Mr. J. Coleman
 Mr. J. Ligon

FROM: Mr. John J. Quinn
 Director
 Copps Coliseum

DATE: 1988 November 20

**COPPS COLISEUM - AUTOMATED SECURITY SYSTEM
 AWARD OF CONTRACT**

SUBJECT:

surveillance system, award of contract

INFORMATION:

- 1) The tender submitted by MHI Security Systems is the total amount of \$17,100.00 for the supply and installation of an automated security system for Copps Coliseum as described.
- 2) The tender submitted by Hill's Video Systems is the total amount of \$19,100.00 for the supply and installation of a camera surveillance system. The tender will be accepted.
- 3) An amount of \$4,750.00 be allocated for the supply and installation of equipment necessary for the above installation with this work to be coordinated by the Chief Electrician Copps Coliseum.
- 4) The Audit and Finance Committee recommend the method of financing.
- NOTE: Always tenders received for the specific systems

M E M O R A N D U M

FOR ACTION:

☒

FOR INFORMATION:

☐

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 November 20

SUBJECT: COPPS COLISEUM - Automated Security System/Camera
Surveillance System, Award of Contract

RECOMMENDATION:

- That 1) The tender submitted by ADT Security Systems in the total amount of \$12,100.00 for the supply and installation of an automated security system for Copps Coliseum be accepted.
- 2) The tender submitted by Hill's Video Centre in the total amount of \$15,303.05 for the supply and installation of a camera surveillance system for Copps Coliseum be accepted.
- 3) An amount of \$4,720.00 be dedicated for the supply and installation of conduit necessary for the above installations with this work to be coordinated by the Chief Electrician, Copps Coliseum.
- 4) The Audit and Finance Committee recommend the method of financing.

NOTE: Lowest tenders received for the specific systems.

BACKGROUND:

In response to a Call for Tenders issued by the Director of Purchasing, six (6) tenders were received for the provision of an automated security system and camera surveillance system for Copps Coliseum.

Tenders were submitted for these components with that submitted by ADT and Hill's Video for the automated and camera surveillance systems respectively being the lowest. It should be noted that in obtaining the bids for comparison purposes, the quoted cost for supply and installation of conduit was deleted. I am of the opinion that this work can be accomplished by staff resources at a reasonable cost.

I am recommending ADT Security Systems for the following reasons;

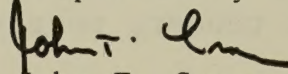
- 1) Local company in Hamilton area for 50 years.
- 2) Presently provides service for approximately 14 locations in the Regional Municipality of Hamilton-Wentworth and the City of Hamilton.
- 3) Not only sells and services, but also manufacturers and design their products.
- 4) Provide 24 hour service.
- 5) Equipment is CSA, UL Approved and FM Approved Base.
- 6) Have their own monitoring facility - if we should decide to have our building monitored.

I am recommending Hill's Video for the following reasons;

- 1) Been in business for 39 years.
- 2) Local company - City of Hamilton.
- 3) Specializes in video equipment.
- 4) Use "brand name" equipment, ie. Panasonic.
- 5) Will provide good service - Four (4) Technicians on duty.

NOTE: Sufficient funds are contained within the 1986 Capital Budget for this purpose.

Respectfully submitted,


John T. Crane
Director
Copps Coliseum

COPPS COLISEUM PLAQUERECOMMENDATION:

1. That the Copps Coliseum Committee receive the outline of a proposed plaque displaying the names of the Mayor and Members of City Council along with the Chairman and Members of the 1983 Board of Directors who were serving as of November 30, 1983 when Copps Coliseum was officially opened.
2. That subject to the approval of the Committee with regard to the format and the names listed therein, the Director of Copps Coliseum be instructed to proceed and arrange to have the plaque constructed and installed.

SUBJECT: Copps Coliseum Plaque

Date: 11/1/83

Revised:

Revised:

M E M O R A N D U M

FOR ACTION:

☒

FOR INFORMATION:

☐

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. Conacher

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1986 November 20

SUBJECT: Copps Coliseum Plaque

RECOMMENDATION:

1. That the Copps Coliseum Committee receive the outline of a proposed plaque displaying the names of the Mayor and Members of City Council along with the Chairman and Members of the HECFI Board of Directors who were serving as of November 30, 1985 when Copps Coliseum was officially opened.
2. That subject to the approval of the Committee with regard to the format and the names listed thereon, the Director of Copps Coliseum be instructed to proceed and arrange to have the plaque constructed and installed.

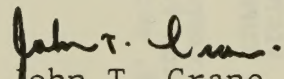
BACKGROUND:

The attached outline of the proposed plaque shows the names of the Mayor and Members of City Council along with the Chairman and Members of the HECFI Board of Directors who served during the construction of the Victor K. Copps Trade Centre/Arena between 1983 and 1985.

Since the official opening of the facility on November 30, 1985, some members of City Council and members of the HECFI Board of Directors have been replaced and no longer serve as members of City Council or members of the HECFI Board of Directors, the question arises as follows:

- 1) Is the present Mayor and Members of City Council and the Chairman and Members of the HECFI Board of Directors to be inscribed on the plaque? or;
- 2) Is the Mayor and Members of City Council and the Chairman and Members of the HECFI Board of Directors who served during the construction of the Victor K. Copps Trade Centre/Arena between 1983 and 1985 as shown on the attached outline, to be inscribed on the plaque?

Respectfully submitted,



John T. Crane
Director
Copps Coliseum

attchm.

VICTOR K. COPPS TRADE CENTRE/ARENA

**CITY COUNCIL
1983 - 1985**

Mayor Robert M. Morrow

Ward 1 Alderman Mary Kiss
Alderman Paul Drage

Ward 2 Alderman William McCulloch
Alderman Vince Agro

Ward 3 Alderman Brian Hinkley
Alderman William Powell

Ward 4 Alderman Vince Scott
Alderman Don Gray

Ward 5 Alderman Shirley Collins
Alderman Fred Lombardo

Ward 6 Alderman Paul Cowell
Alderman Ian Stout

Ward 7 Alderman Henry Merling
Alderman Bruce Charlton

Ward 8 Alderman James A. Bethune
Alderman Tom Murray

CONSTRUCTION COMMITTEE

Alderman Brian Hinkley - Chairman

Mayor Robert M. Morrow - Member
Alderman Don Gray - Member
Alderman James A. Bethune - Member

**HAMILTON ENTERTAINMENT AND CONVENTION
FACILITIES INC. INTERIM BOARD 1985**

David O. Braley - Chairman

Jack Jaggard - 1st Vice-Chairman
Alderman Don Gray - 2nd Vice-Chairman

Mayor Robert M. Morrow
Alderman James A. Bethune
Alderman Brian Hinkley
Alderman Tom Murray

Tom Casey
David M. Hector
Webb H. McFarland
Reg Wheeler
Terry Yates
Sam Cino
Patrick O. Valeriano

**PLAQUE
OF
VICTOR
COPPS**

Victor K. Copps, the Mayor
of Hamilton from 1963 to
1976, etc. etc.

**Official Opening
November 30, 1985**

**Copps
Colliseum**
1000 N. 10th St.
Tulsa, Oklahoma 74103

MEMORANDUM

FOR ACTION: ☐

FOR INFORMATION: ☐

TO: Copps Colliseum Committee, Attn: Mr. L. J. Sowards, Secretary

DATE: 1/15/87

FROM: Mr. John T. White, Director, Copps Colliseum
Mr. Joe Tate, Sales Executive, Marketing, JET

WINTERFEST REQUEST

DATE: 1/15/87

SUBJECT: Recommended license fee rates and charges for use of
Copps Colliseum for Winterfest - Sunday, February 1, 1987

RECOMMENDATION:

That the Winterfest be designated as a "Special Event" and be
permitted to license the use of Copps Colliseum for the event on
either January 31, 1987 or February 1, 1987 under the following
terms and conditions:

- A Flat Fee Colliding Fee of \$8,000.00 for the event day, either
January 31, 1987 or February 1, 1987.
- All normal event staff and event charges up to a maximum of
\$1,500.00, provided however that it is understood that if the
licensee requires "special" lighting, additional sound equipment,
decorations, special effects equipment, special flooring, etc. that
the cost may exceed \$1,500.00.

Further, Copps Colliseum will make every reasonable effort to help
keep such costs to a reasonable minimum.

The above terms and conditions are to be included as part of the
Copps Colliseum Standard License Agreement.

- That no additional fee be charged for the Winterfest event at Copps
Colliseum to avoid the necessary risk-taking involved and
possible negative publicity which could result from a Winterfest
event.



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMORANDUM

FOR ACTION:

☒

FOR INFORMATION:

☐

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. Conacher

FROM: Mr. John T. Crane, Director, Copps Coliseum
Mr. Joe Tsao, Sales Executive, Marketing, HECFI

DATE: 1986 November 20

SUBJECT: Recommended Licence Fee Rates and Charges for Use of
Copps Coliseum for Winterfest - Sunday, February 1, 1987

RECOMMENDATION:

That the Winterfest be designated as a "Special Event" and be permitted to licence the use of Copps Coliseum for the event on either January 31, 1987 or February 1, 1987 under the following terms and conditions:

- A Flat Basic Building Fee of \$6,000.00 for the Event Day (either January 31, 1987 or February 1, 1987).
- All normal event staff and event sheet charges up to a maximum of \$2,500.00, provided however, that it is understood that if the Licencee requires "special" lighting, additional sound equipment, decorations, special effect equipment, special flooring, etc. that the cost may exceed \$2,500.00.

Further, Copps Coliseum will make every reasonable effort to help keep such costs to a reasonable minimum.

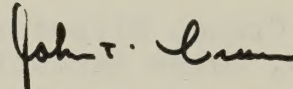
- The above terms and conditions are to be included as part of the Copps Coliseum Standard Licence Agreement.
- That no admission fee be charged for the Winterfest event at Copps Coliseum to avoid the necessary ticket selling commission and possible complications with BASS' rights to print, sell and distribute

MEMORANDUM from
COPPS COLISEUM

BACKGROUND:

- Copps Coliseum was approached by Aldermen Gallagher and Ross for the use of Copps Coliseum for the Winterfest.
- Verbal request was made by Alderman Ross for special consideration with regard to the Licence Fee and event related charges for the use of Copps Coliseum.
- After careful consideration, it is recommended that the Basic Building Fee and Event Staff and Event Sheet Charges for the use of Copps Coliseum not to exceed \$8,500.00. This is a reasonable consideration for the event while maintaining the integrity of Copps Coliseum Licence Fee structure. This \$8,500.00 figure also provides the Winterfest Committee with a tangible figure for its budgetary purposes.

Respectfully submitted,



John T. Crane
Director
Copps Coliseum

**STATUS REPORT ON CONFIRMED EVENTS AT COPPS COLISEUM
DECEMBER 1986 TO MARCH 1987**



REPORT TO COPPS COLISEUM COMMITTEE

REPORT TO : Copps Coliseum Committee
FROM : Fred Bogden, Director of Marketing, HECFI
DATE : November 18, 1986.
RE : Status Report on Confirmed Events at Copps Coliseum—
December 1986 to March 1987

December 1986

8 Confirmed Events:

1. Steelhawks Regular Season Games
- December 4th, 7th, 11th, 14th, and 21st
2. "Stars On Ice" Figure Skating Exhibition/Competition
3. "Team Canada vs. Moscow Selects" Hockey
4. "W.W.F." Wrestling

January 1987

6 Confirmed Events:

1. Steelhawks Regular Season Games
- January 1st, 4th, 8th, 11th, 15th, and 18th

February 1987

5 Confirmed Events:

1. Steelhawks Regular Season Games
- February 5th, 8th, 19th, 22nd, and 26th

Report To:

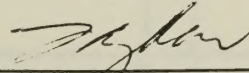
Copps Coliseum Committee - November 18, 1986.

Page 2.

March 1987

3 Confirmed Events:

1. Steelhawks Regular Season Games
- March 1st, 12th, and 15th



Fred Bogden,
Director of Marketing, HECFI

FB:emp

cc: Brian Conacher, Managing Director/Chief Executive Officer, HECFI
: John Crane, Director, Copps Coliseum



**Copp's
Coliseum**
Victor K. Copp's
Trade Centre/Arena

CONFIRMED EVENTS AS OF NOV. 18/86

MONTH OF DECEMBER

YEAR 1986

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
				STEELHAWKS VS LONDON 7:30 PM		"STARS ON ICE" FIGURE SKATING EXHIBITION/CONCERT 8:00 PM
7	8	9	10	11	12	13
STEELHAWKS VS WINDSOR 7:00 PM				STEELHAWKS VS KITCHENER 7:30 PM	"TEAM CANADA VS. MOSCOW SELECTS" HOCKEY 8:00 PM	"W.W.F. WRESTLING" 7:30 PM
14	15	16	17	18	19	20
STEELHAWKS VS. PETERBOROUGH 7:00 PM						
21	22	23	24	25	26	27
STEELHAWKS VS. OTTAWA 7:00 PM					HOLD	HOLD
28	29	30	31			
HOLD			HOLD			



Copp's Coliseum
Victor K. Copp's
Trade Centre/Arena

CONFIRMED EVENTS AS OF NOV. 18/86

MONTH OF JANUARY YEAR 87

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1 STEELHAWKS VS SUBBURY 7:30 PM	2 HOLD	3 HOLD
4 STEELHAWKS VS GUELPH 7:00 PM	5 HOLD	6	7	8 STEELHAWKS VS. S.S. MARIE 7:30 PM	9 HOLD	10 HOLD
11 STEELHAWKS VS KITCHENER 7:00 PM	12	13	14	15 STEELHAWKS VS LONDON 7:30 PM	16	17
18 STEELHAWKS VS SUBBURY 7:00 PM	19	20	21	22 HOLD	23 HOLD	24 HOLD
25 HOLD	26	27	28	29	30	31



Copp's Coliseum
Victor K. Copp's
Trade Centre/Arena

CONFIRMED EVENTS AS OF NOV. 18/86

MONTH OF FEBRUARY

YEAR 87

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 STEELHAWKS vs SUDBURY 7:00 PM	2 HOLD	3	4	5 STEELHAWKS vs GUELPH 7:30 PM	6 HOLD	7 HOLD
8 HOLD	9 HOLD	10	11	12 HOLD	13 HOLD	14 HOLD
15 HOLD	16	17	18	19 STEELHAWKS vs S.S. MARIE 7:30 PM	20 HOLD	21
22 STEELHAWKS vs. GUELPH	23	24	25 HOLD	26 STEELHAWKS vs NORTH BAY 7:30 PM	27 HOLD	28



**Copp's
Coliseum**
Victor K. Copp's
Trade Centre/Arena

CONFIRMED EVENTS AS OF NOV. 18/86

MONTH OF MARCH

YEAR 87

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 STEELHAWKS VS LONDON 7:00 PM	2	3	4	5 HOLD	6 HOLD	7 HOLD
8 HOLD	9 HOLD	10	11	12 STEELHAWKS VS. S.S. MARIE 7:30 PM	13 HOLD	14 HOLD
15 STEELHAWKS VS WINDSOR 7:00 PM	16	17	18	19 HOLD	20 HOLD	21 HOLD
22 HOLD	23	24	25 HOLD	26	27 HOLD	28 HOLD
29 HOLD	30	31				

ANNUAL REPORT SUMMARY - 1986

[illegible]

REPORT OF THE DIRECTOR OF COLLEGE AND UNIVERSITY

1986 November 20

REPORT BY THE DIRECTOR OF COPPS COLISEUM

5.1 Events

The NBA Basketball game held on October 26, 1986 was considered a real success and from the response from our patrons it was an enjoyable event and there is a strong indication that there is room for more NBA basketball games in the City of Hamilton.

The International Auto Show which ran from October 30 through November 2, 1986 at The Coliseum was unbelievable from a set-up and aesthetic point of view. The organizers in conjunction with our Event Staff did an outstanding job in organizing the event. The organizers expected a much larger audience during the four-day period, however, they are looking forward to returning next year and substantially building their audience from year to year.

The Soviet Stars On Ice performed to an audience of 4,000 people on October 18, 1986. The audience of 4,000 was small to Coliseum standards, however, it was one of the largest audiences in their cross Canada tour to date.

The Hamilton Steelhawks are presently in fourth place in their division and are playing some very exciting hockey. They are a treat to watch and I would like to extend an invitation to the Mayor and Members of City Council along with the Chairman and Members of the HECFI Board to come and watch the Steelhawks play.

5.2 Technical and Engineering

The Director has completed the construction and furnishing of Private Box 109 and is proceeding immediately to complete and furnish the City of Hamilton Box 108, as well as construct and furnish the remaining private boxes.

The piping connection between Hamilton Place and The Central Utilities Plant is completed. This will provide for the use of the existing gas filled boilers in Hamilton Place to be utilized in place of the electric boilers for heating purposes at substantial energy savings.

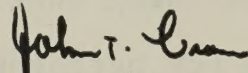
5.2 Technical and Engineering Cont'd.

The Honeywell equipment being installed to operate and monitor the heating, ventilation and air conditioning system, as well as the fire alarm detection at Hamilton Place from The Central Utilities Plant is proceeding on schedule. This work is progressing on schedule and the completion date is within the next four weeks.

The new Honeywell computer for The Central Utilities Plant is now installed. The computer has the capacity of monitoring and operating the mechanical systems at Copps Coliseum, Hamilton Place, Convention Centre, Art Gallery, Ontario Government Building, City parking garage and The Central Utilities Plant operation. City Hall is expected to be added to the system in 1987.

At the time of writing this report, the balance of the interior signage at Copps Coliseum is being installed. This signage is for the Box Office and exterior doors. The big logo for the exterior which was to be installed a month ago but was delayed, is being installed within the next few days.

Respectfully submitted,



John T. Crane
Director
Copps Coliseum

6.1.1 Copps Coliseum Committee Minutes of
October 27, 1986

COPPS COLISEUM COMMITTEE

Monday, October 27, 1986

11:00 o'clock a.m.

Copps Coliseum Board Room

PRESENT: Alderman T. Murray, Chairman
Mr. D. Beattie, Vice-Chairman
Mr. W. McFarland
Alderman J. Gallagher

ALSO

PRESENT: Mr. B. Conacher
Mr. J. Crane
Mr. J. Leuser
Mr. F. Bogden
Ms. L. Stewart, Secretary

REGRETS: Mr. T. Casey

The Chairman called the meeting to order at 1:00 p.m.

In Camera Session

MOVED by Mr. McFarland, seconded by Alderman Gallagher that

THE IN CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motions were carried during the In Camera Session:

THE IN CAMERA MINUTES OF SEPTEMBER 29, 1986, BE APPROVED.

A LETTER BE SENT TO EACH SCULPTOR FROM THE CHAIRMAN AND MEMBERS OF THE COPPS COLISEUM COMMITTEE EXPLAINING THE SITUATION AND ENCLOSED WITH THE LETTER A CHEQUE IN THE AMOUNT OF \$250.00.

THE STATUS REPORT ON CONFIRMED EVENTS AND TENTATIVE HOLDS AT COPPS COLISEUM - NOVEMBER 1986 TO FEBRUARY 1987, AS SUBMITTED BY THE DIRECTOR OF MARKETING, BE RECEIVED FOR INFORMATION.

STAFF PREPARE A REPORT OF FUTURE PLANS FOR MARKETING COPPS COLISEUM OF WHICH EXCLUSIVITY IS A PART OF THIS STRATEGY.

THE IN CAMERA SESSION BE ADJOURNED.

1. Minutes of September 29, 1986

MOVED by Mr. Beattie, seconded by Alderman Gallagher that

THE MINUTES OF SEPTEMBER 29, 1986, BE APPROVED.

MOTION CARRIED.2. Business Arising From The Minutes2.1 Booking Confirmation

MOVED by Mr. McFarland, seconded by Mr. Beattie that
THE BOOKING CONFIRMATION AS SUBMITTED, BE RECEIVED
FOR INFORMATION.

MOTION CARRIED.2.2 Auto Show VIP Night

Various members of the Copps Coliseum Committee inquired about their invitation to the Auto Show VIP night. The Secretary of the Committee advised that she would contact those who had not received an invitation after investigating the matter.

3. Marketing3.1 First Anniversary Celebration

The Director of Marketing advised that there will be a controlled skating party for the general public on Saturday, November 29, 1986. He advised that the skate will run from 8:00 a.m. to 9:00 p.m. at 1/2 hour intervals. Tickets for the skate may be picked up at the Copps Coliseum Box Office. There will be 1,200 toques for children that are worth approximately \$2.75 each. He further advised that they are hoping to have a birthday cake in the shape of a puck and it will be the world's largest puck. The event itself should be advertised approximately three (3) weeks prior to the actual day.

Alderman Gallagher advised that this public skate at Copps Coliseum takes away from a similar event that is planned during Winterfest. Mr. McFarland suggested that perhaps amateur ice shows along with a couple skating contest could be added to the agenda. The price of the cake was discussed by the committee and the Director of Marketing mentioned that the best price he received is \$1,500.00.

MOVED by Mr. Beattie, seconded by Mr. McFarland that

THE DIRECTOR OF MARKETING'S VERBAL REPORT ON THE FIRST ANNIVERSARY CELEBRATION FOR COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4. Capital Requests

4.1 Green Room

MOVED by Alderman Gallagher, seconded by Mr. Beattie that

A GREEN ROOM BE ESTABLISHED ON THE CONCOURSE LEVEL, ROOM NO. 312, IN THE SPACE PRESENTLY OCCUPIED BY VOLUME SERVICES INC.

MOTION CARRIED.

The Director of Copps Coliseum advised that the location of the Green Room would be rapidly available to the private boxes.

4.2 Improvements to Arena Lighting System, Award of Contract

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE TENDER SUBMITTED BY GUILD ELECTRIC LIMITED, WILLOWDALE, ONTARIO, IN THE TOTAL AMOUNT OF \$59,000.00 FOR IMPROVEMENTS TO THE ARENA LIGHTING SYSTEM AT COPPS COLISEUM BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING.

MOTION CARRIED.

4.3 Modifications to Freight Elevator to Facilitate Use by Handicapped

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE REPORT ENTITLED MODIFICATIONS TO FREIGHT ELEVATOR TO FACILITATE USE BY HANDICAPPED, AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.4 Hamilton Place - Humidification System

MOVED by Mr. McFarland, seconded by Mr. Beattie that

AN APPROPRIATION OF \$40,000.00 BE ESTABLISHED FOR WORK NECESSARY TO SUPPLY AND INSTALL A SELF-CONTAINED ELECTRODE STEAM GENERATING HUMIDIFICATION SYSTEM FOR FAN SYSTEMS IN HAMILTON PLACE, AND THAT THE TENDER SUBMITTED BY BEAVER ENGINEERING LTD. IN THE TOTAL AMOUNT OF \$28,990.00 FOR MECHANICAL WORK NECESSARY TO SUPPLY AND INSTALL A HUMIDIFICATION SYSTEM FOR FAN SYSTEMS IN HAMILTON PLACE BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING.

MOTION CARRIED.

4.5 Sound Reinforcement System Upgrades, Award of Contract

MOVED by Mr. McFarland, seconded by Mr. Beattie that

THE TENDER SUBMITTED BY J. L. SOUND SYSTEMS, HAMILTON, ONTARIO, IN THE TOTAL AMOUNT OF \$33,779.90 FOR SOUND REINFORCEMENT SYSTEM UPGRADES AT COPPS COLISEUM BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING.

MOTION CARRIED.

4.6 Finishing of Street Level Area

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE REPORT ENTITLED COPPS COLISEUM - FINISHING OF STREET LEVEL AREA, AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5. New Business

5.1 Consolidated Unaudited Operating Results for Copps Coliseum for the Nine Month Period Ended September 30, 1986

The Director of Finance and Administration advised that the consolidated surplus increased, however, Copps Coliseum surplus decreased due to the lack of business in September. Mr. McFarland advised that the committee is accustomed to seeing a surplus. The Director of Finance and Administration advised that we are planning to meet our budget depending on the shows we have. Mr. McFarland advised that if the budget decrease continues, we must look at our capital expenditures. Mr. McFarland advised that we may be in trouble in 1987 because there may not be any surplus from 1986. He further advised that perhaps word should be sent to the Executive Committee.

MOVED by Mr. McFarland, seconded by Alderman Gallagher that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR COPPS COLISEUM FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1986, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5.2 Unaudited Operating Results for The Central Utilities Plant for the Nine Month Period Ended September 30, 1986

MOVED by Mr. McFarland, seconded by Alderman Gallagher

that

THE UNAUDITED OPERATING RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1986, BE APPROVED.

MOTION CARRIED.

5.3 Private Boxes

The Director of Copps Coliseum advised the committee that the private box is complete if they would like to view it following the meeting. Mr. Conacher advised that the full HECFI Board could be shown the finished box if the committee approves the private box today, and the Director of Copps Coliseum could then go ahead and order the furniture, doors, etc.

It was decided that the committee would continue this item in the private box.

The meeting continued in Private Box 109.

MOVED by Mr. McFarland, seconded by Alderman Gallagher that

THE DIRECTOR OF COPPS COLISEUM PROCEED WITH THE FINISHING AND FURNISHING OF THE REMAINING EIGHT (8) PRIVATE BOXES AS PER THE SUBSTANTIALLY COMPLETED PRIVATE BOX 109, BE TABLED.

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Alderman Gallagher that

THE COPPS COLISEUM APPROVE IN PRINCIPLE THE PRESENT FINISHING SCHEME OF PRIVATE BOX 109, BE APPROVED.

MOTION CARRIED.

The Chairman leaves the meeting at 1:50 p.m. and the Vice-Chairman takes the Chair.

6. Report by The Director of Copps Coliseum

6.1 Events

Alderman Gallagher advised that the Director of Copps Coliseum has submitted an excellent report. He further advised that the tours by the school kids was excellent.

MOVED by Mr. McFarland, seconded by Alderman Gallagher that

THE REPORT AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

8. Date of Next Meeting

The Acting Chairman advised the committee members that there appears to be a problem with the standing meeting date of the Copps Coliseum Committee in that various other committees conflict with the date.

The Secretary was directed by the Acting Chairman to poll the committee members to secure another standing date for the Copps Coliseum Committee.

9. Adjournment

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE MEETING ADJOURN AT 2:15 p.m.

MOTION CARRIED.

Taken as read and approved.

Alderman T. Murray, Chairman

Leslee Stewart, Secretary

6.2 Hamilton Place Committee Ninth Report

Please Note: Please see Item 6.2 under NEW BUSINESS
with respect to the Canadian International
Animated Film Festival.



HAMILTON PLACE

REPORT OF THE HAMILTON PLACE COMMITTEE

To the HECFI Members of the Board

The HAMILTON PLACE COMMITTEE presents its Ninth Report.

The Hamilton Place Committee met on November 20, 1986 and respectfully recommends the following:

1. Purchase and Installation of a Shaw Concept Organ in Hamilton Place

That approval be given to the following motion carried at the Hamilton Place Committee meeting held Thursday, November 20, 1986:

THAT THE HAMILTON PLACE COMMITTEE DOES NOT THINK THAT THE INSTALLATION OF AN ORGAN AT HAMILTON PLACE IS NEEDED OR DESIRABLE AND INSTRUCTS THE DIRECTOR OF HAMILTON PLACE TO SEND THIS RECOMMENDATION FORWARD TO THE HECFI BOARD WITH PROPER DOCUMENTATION.

BACKGROUND INFORMATION

Previously reported to the Hamilton Place Committee:

1) Mr. Conacher and Mr. Burrows received a letter from Mayor Robert Morrow, with attached correspondence with Mr. Richard Birney-Smith, suggesting that the installation of a Shaw Concept Organ for Hamilton Place be considered; 2) A Shaw Organ, recommended to the Hamilton Place Commission in March of 1973 was considered and declined; 3) a Shaw Organ was recommended for Copps Coliseum, was considered and declined in favour of a suitable, less expensive organ; 4) the recommendation for installation of an organ in Hamilton Place has been reviewed by management with the assistance of professional technical staff; 5) Mr. J. J. Schatz, Secretary of the Executive Committee, City of Hamilton, has requested HECFI's recommendation (memo attached) to Mr. Richard Birney-Smith proposed to Mayor Morrow.

- The Hamilton Place Committee has been asked to make recommendation to the HECFI Board.
- Information currently available: estimated cost: \$150,000 plus installation expenses.
- Speaker System estimated by Head of Sound Department to be 12' high and 30' long and additional space is required for two full racks of electronic equipment.
- Organ console must be easily moved to a storage area requiring casters or a customized dolly.

.... 2

Conclusion:

- 1) Source of funds is a problem. All Capital Reserve funds are committed.
- 2) The space required would seriously inhibit the presentation of Musicals, Operas and Ballets requiring all available offstage space for scenic elements, lighting and sound consoles.
- 3) Based on past experience, an organ of this kind would not be required more than once or twice each season.
- 4) The Church of Redeemer College has an auditorium available for community use and an organ of similar capacity is currently being installed there.

2. CANADIAN INTERNATIONAL ANIMATED FILM FESTIVAL

INFORMATION ITEM:

A formal request that the City Executive Committee determine the source of funds from which to reimburse the Hamilton Place 1986 Operating Account for the \$19,000 outstanding was tabled, to be discussed after the Mayor's return from China.

Mr. Conacher and Mr. Burrows have met with Mr. Lou Sage and Mr. Dennis Carson, as requested, to review this matter prior to the Mayor's return.

3. ONTARIO RETAIL SALES TAX - Bill 26

INFORMATION ITEM:

Mr. Conacher and Mr. Burrows attended the hearing on Bill 26 - An Act to amend the Retail Sales Tax - by the Standing Committee on Finance and Economic Affairs at 9:00 a.m. Thursday, November 20, 1986 at Queen's Park.

Written and verbal representation was made on behalf of six theatres (Hamilton Place, Roy Thomson Hall, O'Keefe Centre, Centre in the Square, Thunder Bay Community Auditorium and National Arts Centre) by the Managers/Director of the six theatres and Mr. Andrew Shaw of Woods, Gordon. An Executive Summary is attached.

Mr. Conacher and Mr. Burrows reported that it was a good presentation, well documented and very well presented. Mr. Nixon, who attended the hearing, seems firmly opposed to any change at this time.

The Bill has subsequently been referred back to the Legislature with no vote taken after the hearing.

4. SENIOR MANAGEMENT PERSONNEL AS MEMBERS OF OTHER BOARDS

That approval be given to the following motion carried at the Hamilton Place Committee meeting held Thursday, November 20, 1986:

THAT THE HAMILTON PLACE COMMITTEE RECOMMENDS TO THE HECFI BOARD THAT THE DIRECTOR OF HAMILTON PLACE CONTINUE TO SERVE ON THE OPERA HAMILTON BOARD AS THERE DOES NOT SEEM TO BE ANY CONFLICT OF INTEREST

RECOMMENDATION:

That Mr. Burrows be given approval to remain as a Director of Opera Hamilton.

5. HAMILTON PLACE PROGRAMMING

INFORMATION:

Activity levels are being maintained as previously projected. Hamilton Place will present LORD OF THE RINGS, December 16-21. CHCH-TV and CKOC have agreed to co-sponsor the production. CHCH-TV will pay for \$20,000 of a \$30,000 television advertising campaign.

6. CURRENT FINANCIAL STATUS - Director of Finance and Administration

INFORMATION:

There were 42 performances during the month of October. As financial statements were not available, Mr. Leuser reported verbally that October will show a budgetary surplus of \$36,914 and a year to date surplus of \$72,374.

7. HAMILTON PLACE 1987 OPERATING BUDGET - REVIEWED

RECOMMENDATION:

- That the 1987 Operating Budget for Hamilton Place be recommended, as received, to the Audit/Finance Committee for approval.
- That a portion of the Hamilton Place budgetary surplus be utilized to replenish its Innovative Programming Fund to a maximum of \$75,000 at December 31, 1986.

8. HAMILTON PERFORMING ARTS FOUNDATION INC.

INFORMATION

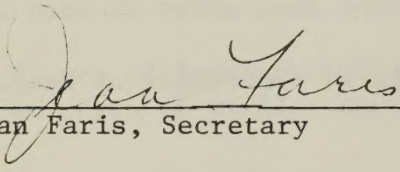
Having received suggested procedures from Ross McBride to secure resignation and implement the appointment of HECFI Directors to the Foundation Board, it was determined that a meeting be called for the same day as the next Hamilton Place Committee meeting; that proper notification be given, accompanied by an agenda and minutes of the last annual meeting.

Report of Hamilton Place
Committee

- 4 -

RESPECTFULLY SUBMITTED

David M. Hector, Chairman



Jean Faris, Secretary

December 8, 1986

MEMORANDUM • CITY OF HAMILTON

TO : Mr. B. K. Conacher, Managing Director
Chief Executive Officer YOUR FILE:

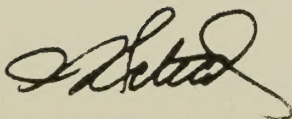
FROM : Mr. J. J. Schatz, Secretary
Executive Committee OUR FILE :

SUBJECT : Organ - Hamilton Place DATE : 1986 September 11

Attached for your information, please find a copy of a letter dated August 6, 1986 from Richard Birney-Smith to Mayor Morrow respecting the purchase of a suitable organ as permanent part of Hamilton Place.

The Executive Committee at its meeting on August 21, 1986 agreed to refer this request to the H.E.C.F.I. Board for its consideration and subsequent report and recommendation.

Would you please advise as to H.E.C.F.I.'s recommendation in this regard.



JJS/dg

c.c.: ☒ Mr. T. Burrows, Director of Hamilton Place

A report prepared by the
Marketing and Promotions Group at

Woods Gordon
Hamilton City Council
Marketing and Promotions Group

MEMORANDUM • CITY OF HAWAII

TO : Mr. A. E. Campbell, Planning Director
Chief Executive Officer

FROM : Mr. J. J. Brown, Secretary
Executive Committee

DATE : May 1964

1964 February 11

DATE

Subject - Building Plans

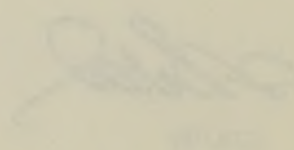
SUBJECT

Enclosed for your information is a copy of a letter dated March 11, 1964 from the Planning Department to the Mayor's Office regarding the proposed building plans for the new City Hall.

The Planning Department is the agency responsible for the review and recommendation of building plans to the City Council. It is requested that you review the letter and report on the proposed building plans to the City Council at the next meeting.

This report is for the Mayor's Office for its review and recommendation. It is requested that you review the letter and report on the proposed building plans to the City Council at the next meeting.

Very truly yours,
J. J. Brown, Secretary



J. J. Brown, Secretary

ADMISSIONS TAX EXEMPTION

**A submission to the
STANDING COMMITTEE on FINANCE and ECONOMIC AFFAIRS
regarding
BILL 26, AN ACT to amend THE RETAIL SALES TAX**

**Submitted by the major
NOT-FOR-PROFIT PERFORMING ARTS CENTRES**

**A report prepared by the
Marketing and Economics Group of**



Woods Gordon
Management Consultants

A MEMBER OF ARTHUR YOUNG INTERNATIONAL

EXECUTIVE SUMMARY

- o the proposed changes to the admissions tax are reportedly "revenue-neutral"
- o the proposed changes are "designed to address the current problems with the administration of the tax", and the equity of its application
- o the impact of the tax measures is far reaching and largely unknown in terms of specific implications (many participants in the not-for-profit performing arts industry are still not aware of the measures)
- o the 6 major not-for-profit performing arts centres alone face a revenue loss in excess of \$1,600,000 from the proposed tax
- o the same facilities currently require subsidy in excess of \$1,500,000 (primarily from their respective municipalities)
- o municipal subsidies cannot be increased and, if anything, are under pressure to be reduced
- o audiences are proven to be price sensitive and unwilling to absorb increases
- o revenues from foreign commercial attractions are used to cross-subsidize rental fees and sponsorships for Canadian attractions
- o co-promotions are essential on most major attractions in order to share the high risk inherent in such shows
- o the not-for-profit performing arts centres compete with few (if any) private facilities for attractions
- o imposition of the amendments as proposed would result in numerous inequities and a significantly reduced level of activity in the performing arts industry
- o the Government of Ontario, recognizing some of the negative consequences of the proposed amendments, has considered developing compensating grants
- o a compensating grant system would be impracticable to administer and ineffective in addressing the requirements of the industry resulting from an imposition of the tax amendments

- o the current admissions tax exemption is a proven and efficient alternative to the proposed amendments: it stimulates indigenous production, nurtures audience development, and is applied equitably across the performing arts industry
- o jurisdictions where an admissions tax has been imposed suffer obvious negative consequences (Ontario's history with the tax is consistent with this observation)

We respectfully suggest that the net results of the proposed amendments to the admission tax exemption are contrary to the true intentions of the Government of Ontario and, therefore, that the amendments should be reconsidered and removed from the legislation as proposed.

CONCLUSIONS

The proposed admissions tax will not improve equity - it will reduce it. Because of price sensitivity the tax will not be absorbed by the audiences. Consequently, either an increase in municipal subsidy or a significantly reduced level of activity is required. This threat to the performing arts centres is within the context of pressure from the respective municipalities to reduce funding.

Because of the high-risk inherent in the business, co-promotions are essential to the ongoing viability of the performing arts centres. Losses can be severe, but upside potential is very limited. Under the proposed amendments, the presentation of most major co-promotion attractions would be prohibitive. Audience development for other presentations would be seriously eroded due to the loss of such attractions. This is the case in other jurisdictions where an admissions tax is strictly applied (and in Ontario before exemptions were allowed).

The notion of admissions tax runs contrary to the previous action of the Government of Ontario in contributing significantly to the construction of the facilities. The Government, now recognizing some of the serious negative consequences of the proposed measures, has given consideration to compensating grants. Given the far reaching impact of the proposed tax on revenues and audience development throughout the performing arts industry, such grants are impracticable and inappropriate as an effective replacement for the current exemptions.

The current admissions tax regime is nurturing - in the most efficient and equitable manner practicable - a well respected and potentially viable performing arts industry in the Province of Ontario. We respectfully suggest that the net results of the proposed amendments to the admission tax exemption are contrary to the true intentions of the Government of Ontario and, therefore, that the amendments should be reconsidered and removed from the legislation as proposed.

The average annual rainfall is estimated to be 100 inches.

The climate is generally mild and pleasant, with occasional severe weather.

The population of the city is estimated to be 100,000.

The city is situated on the banks of the River, which is 100 feet wide.

The city is the capital of the State, and is the seat of government.

The city is the largest city in the State, and is the most important.

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6.2.1 Hamilton Place Committee Minutes of
October 30, 1986

HAMILTON PLACE COMMITTEE MEETING

OCTOBER 30, 1986

8:30 A.M.

HAMILTON PLACE BOARD ROOM

MINUTES OF REGULAR SESSION

PRESENT: Mr. D. Hector, Chairman
Mr. S. Cino
Dr. C. Bart
Alderman R. Wheeler (joined the meeting at approximately 9 a.m.)

REGRETS: Mr. T. Casey

ALSO PRESENT: Mr. T. Burrows, Director of Hamilton Place
Mr. B. Conacher, Managing Director/CEO, HECFI
Mr. J. Leuser, Director of Finance & Administration, HECFI
Mr. F. Bogden, Director of Marketing, HECFI
Mr. R. Ellison, Assistant Director, Hamilton Place
Mrs. J. Faris, Secretary, Hamilton Place Committee

1. CHAIRMAN'S REMARKS

The Chairman welcomed everyone present. The Secretary confirmed that the Committee Members and Management Staff had been duly notified and the meeting was called to order.

IN-CAMERA SESSION

MOVED by Mr. Cino, seconded by Dr. Bart that

THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED

The following motions were carried during the In-Camera Session:

THE IN-CAMERA MINUTES OF SEPTEMBER 25, 1986 BE ACCEPTED.

THE HAMILTON PLACE COMMITTEE RECOMMENDS APPROVAL OF THE I.A.T.S.E. CONTRACT TO THE BOARD OF DIRECTORS OF THE HECFI AT THE BOARD'S NOVEMBER MEETING WITH THE ADDITION OF A NEGOTIATED AGREEMENT FOR BI-WEEKLY PAYMENT OF SALARY AND WAGES.

THAT THE DIRECTOR OF HAMILTON PLACE WRITE TO THE HONOURABLE JOHN MUNRO WITH REFERENCE TO THEIR MEETING OF OCTOBER 11, 1986 AND PROPOSE A MINIMUM SCHEDULE OF PAYMENTS TO SETTLE THE "SUPERSTARS OF ITALY" ACCOUNT.

THAT, ON FURTHER CONSIDERATION, THE HAMILTON PLACE COMMITTEE RECOMMENDS AWARDED THE CONTRACT FOR PURCHASE OF A PERSONNEL HOIST TO CAPITAL EQUIPMENT INC. OF HAMILTON, ONTARIO TO THE AUDIT AND FINANCE COMMITTEE FOR APPROVAL.

THE IN-CAMERA SESSION BE ADJOURNED.

2. MINUTES OF SEPTEMBER 25, 1986

Two typographical errors were noted for correction. Mr. Bogden's absence from the September 25th meeting was the result of a mandatory trip to Niagara Falls, not Windsor, Ontario. Item 5 should read: Mr. Leuser reviewed the August 31st Financial Statements. This should replace the first sentence.

2. MINUTES OF SEPTEMBER 25, 1986 (Continued)

MOVED by Mr. Cino, seconded by Dr. Bart that

THE MINUTES OF SEPTEMBER 25, 1986, WITH THE ABOVE NOTED AMENDMENTS, BE
ACCEPTED AS CIRCULATED.

MOTION CARRIED

3. BUSINESS ARISING FROM THE MINUTES

3.1 Shaw Organ

Request to consider installation of an organ in Hamilton Place. Written report by Mr. Burrows outlining space requirements, total cost installed and possible interference with presentation of major productions requiring maximum off stage space i.e. Opera, Ballet and Musicals, will be presented to the committee when specific and detailed information is available from the Heads of Department.

Mr. Hector noted that New Redeemer College - a community facility with a seating capacity of 1000 - has an organ in place and is available for concerts.

3.2 Canadian International Animation Film Festival

The City's Executive Committee will consider a written report submitted by the Director requesting that a source of funds for the outstanding balance of \$19,000 be determined and the Hamilton Place operating account credited.

3.3 Capital Improvement Surcharge Fund

The Executive Committee of the City of Hamilton have approved a request that this fund be administered and controlled by the HECFI Board with the additional instruction that the Committee/City Treasurer be advised in advance of Hamilton Place Capital Projects to be financed from CIF.

Mr. Burrows recommended that four items be forwarded to Audit and Finance as projected expenditures during 1987. All items to be thoroughly reviewed by this Committee prior to recommending Board approval of implementation.

List of projects attached

Alderman Wheeler noted that the McNab Street doors were badly in need of attention. Mr. Burrows said that they would be refinished out of current funds as soon as possible.

3.4 Senior Management Personnel to Board Members of other organizations

During discussion, it was noted that Mr. Burrows resigned from the Canadian International Animated Film Festival Board when potential conflicts were perceived and prior to the event in Hamilton Place.

Mr. Hector noted that Mr. Burrows is a founding director of Opera Hamilton and that he would not like to rule that out.

Mr. Burrows explained that, while he was at O'Keefe Centre, it was considered advantageous to the theatre for him to be a Director of the National Ballet and Canadian Opera Company and he feels it is advantageous to Hamilton Place that Robert Ellison be on the board of the Hamilton and Region Arts Council. In both cases, should anything arise which could be considered a conflict of interest,

3.4 (Continued)

they would abstain or absent themselves. Mr. Conacher said he was appointed by the City to the HECFI Foundation Board. Mr. Burrows would be in favour of a clear policy covering this question as far as HECFI is concerned. It was

MOVED by Mr. Cino, seconded by Dr. Bart that

SENIOR MANAGEMENT PERSONNEL NOT ACCEPT POSITIONS ON BOARDS HAVING FINANCIAL TRANSACTIONS WITH HECFI FACILITIES WITHOUT PRIOR BOARD APPROVAL.

MOTION CARRIED

3.5 Progressive Conservative Party of Ontario Convention - Hamilton Place

Mr. Burrows reported that Hamilton Place was tentatively held as an additional venue by Director of Hamilton Place as requested by the Director of the Hamilton Convention Centre last spring. Approximate costs for space and labour were quoted. When Hamilton Place became a definite factor in planning, all communication was with Conservative Party staff - primarily from the Toronto office. Costs were estimated, contract terms discussed and a contract issued. The signed contract was returned four days after the event with the initialled notation that "said amount to be reimbursed from (HECFI) Special Events Subsidy Fund." Hamilton Place had no prior knowledge of an approval for Special Events Subsidy Fund financing in the amount of \$795.

Recommendation to the Audit and Finance Committee:

That the Audit and Finance Committee determine and provide guidelines for facilities Director on procedures for accessing Fund - specifically, who may authorize and how decisions are to be communicated.

4. DIRECTOR'S REPORT

4.1 Programming Update

- Great Hall net revenue goals for September and October are as previously projected. It is possible to achieve revenue goals in the amount of \$303,000 by December 31st, 1986.
- Final figures on the NUREYEV concert are not yet available.
- Due to policy decision by the National Ballet Board, we will not have THE NUTCRACKER during the Christmas period.
- The annual English production of the Christmas Pantomime is not available until January 15, 1987. In view of our significant loss on last year's pantomime (\$38,000 - during the first week of January, 1986) Mr. Burrows has declined to present the show this season.
- Final negotiations are underway for the presentation of LORD OF THE RINGS for the week beginning December 16, 1986

4.2 Ontario Retail Sales Tax Act - Amendment to Bill 26

Mr. Burrows reviewed the matter with a verbal update:

4.2 Ontario Retail Sales Tax Act - Amendment to Bill 26 (Continued)

The Committee has previously received the following information:

- 1) Director of Hamilton Place Report of September 4, 1986 meeting with representatives of Ministry of Revenue; 2) correspondence on behalf of Roy Thomson Hall and O'Keefe Centre; 3) letter to the Honourable Robert F. Nixon from Chairman David O. Braley.
- Letter from the Honourable Robert F. Nixon of October 14, 1986 is attached stating that his office will proceed with the Amendment without changes.
 - The Honourable Lily Munro, Minister of Citizenship and Culture has been informed of HECFI's concerns with copies of correspondence.
 - Clarkson Gordon, Toronto, are preparing an economic impact document for presentation to the Committee with advice and information from the five Theatre Managers/Directors who represent affected Theatres. Mr. Andrew Shaw is the contact.
 - A date for the hearing is established for the morning of November 20, 1986. The hour is not yet established.
 - St. Joseph's Hospital representatives are independently very active in opposition to the loss of tax-exempt status. They plan their fund raising events similar to the KENNY ROGERS Concert.
 - Mr. John Belyea of the Progressive Conservative Research Office has communicated with Managers of the Theatre complexes with requests for information as to the adverse effect passage of the Amendment would have on theatre operations.
 - The Director of Hamilton Place will determine the time and location of the November 20th hearing, request the opportunity for HECFI representation, and inform the members of the Board.

It was

MOVED by Dr. Bart, seconded by Mr. Cino that

HAVING RECEIVED INFORMATION THAT THE AMENDMENT TO BILL 26 HAS BEEN REFERRED TO COMMITTEE FOLLOWING SECOND READING, THE BOARD OF DIRECTORS BE GIVEN MOST RECENT INFORMATION AT THE AUDIT AND FINANCE COMMITTEE MEETING IN ORDER THAT HECFI REPRESENTATIVES HAVE THE OPPORTUNITY TO MAKE REPRESENTATIONS AT THE COMMITTEE HEARING.

MOTION CARRIED

4.3 Marketing Update

Mr. Bogden said that he had no report.

Mr. Burrows reported that CHCH-TV have been asked to sponsor LORD OF THE RINGS and contribute \$20,000 in Television commercial time.

Dr. Bart asked that a special meeting be scheduled for an information meeting on Hamilton Place Marketing and Sales. Mr. Burrows suggested a change in the meeting time to facilitate scheduling such a meeting. After some discussion, it was decided to call the next regular meeting for 4 p.m. on Thursday, November 20th - to serve food and continue with the special meeting.

5. UNAUDITED OPERATING RESULTS - HAMILTON PLACE
9 months ended September 30, 1986

Mr. Leuser, Director of Finance and Administration, reported on an outstanding month in September. The August 31st shortfall in the amount of \$35,460 has been recovered and a budgetary surplus achieved in the amount of \$35,502. This is the result of good performance activity and the transfer of two Hamilton Place reserve accounts to operating income.

6. NEW BUSINESS

Mr. Burrows reported that Hamilton Place is eligible to receive assistance from the Province for capital improvements under a Ministry of Citizenship and Culture Community Facilities Improvement Program. Grants, if awarded, could offset cost to HECFI/the City of projected capital expenditures. Our application must be signed by an officer of HECFI. Mr. Burrows asked for approval to pursue the matter with Ministry representatives and bring forward application forms for Board approval. It was

MOVED by Dr. Bart, seconded by Mr. Cino that

HAMILTON PLACE COMMITTEE GIVES APPROVAL FOR MANAGEMENT TO ACTIVELY PURSUE GRANTS UNDER THE COMMUNITY FACILITIES IMPROVEMENT PROGRAM.

MOTION CARRIED

7. OTHER

Dr. Bart mentioned the extreme heat in the Great Hall the night that he attended Anne of Green Gables. He also suggested that it might be a good idea to have the name of the Convention Centre on their lecterns as they are always in the picture on television news clips of the political and other conventions held there.

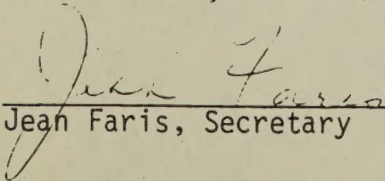
8. DATE OF NEXT MEETING

As agreed earlier in the meeting, the next Committee meeting will not be held on the usual last Thursday of the month but will instead be on Thursday, November 20 at 4:00 p.m. Following the meeting, a light supper will be served and the requested special meeting to discuss programming and marketing will take place.

9. ADJOURNMENT

There being no further business, the meeting was adjourned.

David Hector, Chairman


Jean Faris, Secretary

6.4 Hamilton Convention Centre
Committee Ninth Report

Please Note: The recommendation respecting a full-time Head Porter was referred to the Audit & Finance Committee and approved.

HAMILTON CONVENTION CENTRE COMMITTEE REPORT

to the Board of Directors of
Hamilton Entertainment and Convention Facilities Inc.

The Hamilton Convention Centre Committee presents its **NINTH REPORT** for 1986 to the Board of Directors and respectfully recommends:-

1. That **approval** be given to the following motion, carried at the meeting held November 27, 1986:

THAT A FULL-TIME HEAD PORTER BE HIRED, EFFECTIVE JANUARY 01, 1987 AT A SALARY TO BE DETERMINED UNDER THE PRESENT SALARY STUDY.

Please see **APPENDIX "A"** attached for supporting material in connection with this recommendation.

P.9-R-3

2. **Information items:**

- (a) Director's Report for October 1986 - attached as **APPENDIX "B"**;

P.9-R-9

See Marketing ----
Report

- (b) Sales Report for October 1986 - attached as **APPENDIX "C"**;

P.9-R-25

- (c) Financial Report for October 1986 - will be included in the report of the Audit/Finance Committee;

- (d) The Committee was informed that Management proposed to purchase an additional 12 - 4' Folding Banquet Tables from Messrs. Cassidys Ltd. in accordance with their quotation, which was the lowest of three received, at a cost of \$1,027.20, which includes 7% Provincial Sales Tax;

- (e) A discussion took place regarding MacNab Arms Restaurant, at the conclusion of which the Chairman enquired if it would be appropriate for the Director, Finance/Administration to recommend to the Board that the project be funded initially by HECFI; the Managing Director intimated that this course would be appropriate, for discussion, and the Committee was in agreement. For the information of the Members of the Board, this item was raised at the Budget meeting which took place on Friday, November 28, 1986.

- (f) It was agreed that the next meeting of the Hamilton Convention Centre Committee would be on Friday, January 09, 1987.

Respectfully submitted,

Terry E. Yates, Chairman
Hamilton Convention Centre Committee

B. Goddard, Secretary
November 28, 1986



HAMILTON CONVENTION CENTRE

FROM: William J. Penfold, Director DATE: November 21, 1986
Hamilton Convention Centre

FOR ACTION XX FOR INFORMATION XX
TO: BOARD (OR) CONVENTION CENTRE COMMITTEE AND
AUDIT/FINANCE COMMITTEE XX

SUBJECT: Full-time Position - Head Porter

RECOMMENDATION:

It is strongly recommended that a Full-time Head Porter be hired, effective January 1, 1987, at a salary to be determined under the present Salary Study.

BACKGROUND:

Attached is documentation regarding the above recommended position. The post has been approved in principle by the Board of Directors of HECFI and is in the 1987 HCC Budget, effective January 1, 1987.

William J. Penfold
Director
Hamilton Convention Centre

WJP:bg
Attch.

M E M O R A N D U M

MEMO TO: William Penfold *D24/1*
FROM: Stephen Dockman
DATE: November 21st, 1986
SUBJECT: Full Time Position - Head Porter

The position of Head Porter continues to be an integral part of the Banquet Department. The supervision and direction of the porters along with the co-ordination of room set-ups with clients is an important aspect of this position.

This position has always been a full time position and should be recognized as such. Frank Wilson who is the incumbent in this position continues to work in excess of 40 hours per week.

It is strongly recommended that this position be given full time status as of January 1st, 1987 at a salary which will be determined by the present salary study.

Dockman
Stephen H. Dockman
Operations Manager

SHD/lp

Attachments

M E M O R A N D U M

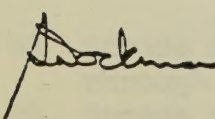
MEMO TO: William Penfold
FROM: Stephen Dockman
DATE: May 6, 1986
SUBJECT: Full Time Position - Head Porter

As you are aware the position of Head Porter was just recently created to provide a solution to the problems relating to the supervision of the porters and their performance. As well to provide the Banquet Manager with the additional personnel required to ensure an organized department and ultimately a neat facility.

Since the inception of this position in March there has been an increase in the morale of the porters and their overall work performance.

The description of the responsibilities of the Head Porter is attached for your reference. Also a summary of the hours worked by Frank Wilson who was recently promoted to Head Porter is also attached. Prior to his promotion he was a Senior Porter whose responsibilities were similar to those of the Head Porter. It should be noted that the weekly average of 41.4 hours worked does not include any statutory holidays or sick days.

The position of Head Porter as an extremely important position and an integral part of the Banquet Department and should be recognized as such. It is therefore recommended that the position of Head Porter be given full time status effective January 1, 1987 at a salary to be determined by the proposed salary study.


Stephen H. Dockman
Director of Operations

SHD/lp

- 2 -

Head Porter - Frank WilsonSummary of Hours Worked - September 5, 1985 - April 30, 1986

<u>Dates</u>	<u>Hours</u>
September 5 - 11	45.8
12 - 18	39.3
19 - 25	39.3
26 - October 2	33.0
October 3 - 9	44.5
10 - 16	48.3
17 - 23	38.0
24 - 30	38.0
31 - November 6	33.0
November 7 - 13	39.8
14 - 20	46.8
21 - 27	43.5
28 - December 4	54.0
December 5 - 11	42.0
12 - 18	43.0
19 - 25	45.5
26 - January 1	28.5
January 2 - 8	44.0
9 - 14	38.0
15 - 21	41.3
22 - 28	41.8
29 - February 5	42.5
February 6 - 12	40.0
13 - 19	43.8
20 - 26	45.0
27 - March 5	39.0
March 6 - 12	39.8
13 - 19	43.0
20 - 26	45.8
27 - April 2	23.0
April 3 - 9	45.5
10 - 16	45.0
17 - 23	43.8
24 - 30	43.3
	<u>1406.9</u>

Weekly average for 34 weeks	<u>41.4</u>
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HEAD PORTER

REPORTS TO: Assistant Banquet Manager

SUPERVISES: Banquet Porters

PURPOSE: The head porter is to co-ordinate and manage the day to day operations of banquet set-ups / breaks under the direction of the Assistant Banquet Manager.

RESPONSIBILITIES:

1. PLANNING AND ORGANIZATION

- a) Attend Hamilton Convention Centre Service meetings.
- b) Ensure banquet set-up's are complete and room is clean. Breaks and refreshes are done. Coffee breaks are done on time.
- c) Adhere to all house rules, regulations and Hamilton Convention Centre policies.
- d) Prepare daily labour analysis.
- e) Assist in scheduling all porters, giving serious consideration to labour costs, at the same time ensuring the highest standards of service.
- f) Check and control equipment inventory: chairs, tables, blackboards, white boards, orientation units, paper, pianos, flipcharts, risers, stages, drapes, pencils, white board brushes, markers.
- g) Service areas kept clean and in order.
- h) Ensure storerooms are kept orderly, also all function room storerooms.
- i) All function rooms in proper repair. Report any repairs needed immediately.
- j) Responsible for linen and felts for meeting and dinner-functions.

2. PERSONNEL AND TRAINING

- a) Assure that all new porters are screened properly and receive Hamilton Convention Centre orientation. Assure that they are instructed in service and set-up procedures and informed of rules and regulations.
- b) Recommend hiring and discharging all banquet porters in consultation with the Assistant Banquet Manager.
- c) Evaluate concerned personnel with the Banquet Manager.
- d) Assist with Banquet department in developing and implementing training programs.
- e) To resolve disputes and grievances and maintain positive employee morale within the porters department.
- f) Check all porters for hygiene and appearance.
- g) Establish and implement dress code.

3. GUEST SERVICE

- a) Stress adherence to prescribed service procedures, correcting any deviations through constant on the job training.
- b) Stress courtesy and efficiency on the part of all banquet and room service porters.

4. COST CONTROL

- a) Stock supplies as needed (paper, pencils). All reusable supplies are not wasted.
- b) Stock condiments as needed. Cream, sugar, butter etc.
- c) Minimize expenses generated by the porters department.
- d) Ensure all coffee, soft drinks, juice etc is properly charged or accounted for.
- e) Assist in controlling the waste of food stuffs used in the service or functions(e.g.) cream, sugar, coffee, tea.
- f) Minimize the other variable expenses incurred in the porters department (e.g.) linen expense, meat, light, power, R&M expenses.

5. COMMUNICATION

- a) Establish a good working relationship with all other department heads.
- b) Ensure the banquet department is kept posted and advised of any problems which may occur in the porters department in relation to:
 - 1) The Client
 - 2) The Staff
 - 3) The equipment etc.
- c) Ensure all porters staff are aware of and understand all directives issued by the banquet department.
- d) To keep the banquet department informed of any unusual occurrences which occur which might affect the banquet department:

6. SAFETY AND LOSS PREVENTION

- a) To enforce all safety and loss prevention procedures.
- b) To ensure that all Hamilton Convention Centre equipment is properly secured while on duty.

7. REPAIRS AND MAINTENANCE

- a) To ensure that all banquet equipment is maintained in proper condition at all times.
- b) To note any repairs necessary and, via the maintenance department, have the necessary repairs completed.
- c) Ensure that all porters treat equipment in a manner which will minimize the frequency of the maintenance requests.

8. PRIORITIES

- 1) Job descriptions for banquet porters.
- 2) Manual of set-ups, (standardize all set-ups).
- 3) Assist the banquet department in continually upgrading the standards which apply to the porters department.



HAMILTON CONVENTION CENTRE

REPORT TO THE HAMILTON CONVENTION CENTRE COMMITTEE FROM THE DIRECTOR FOR THE MONTH OF OCTOBER, 1986

October was another successful month, in that the budget was exceeded by \$32,000, of 13%. For the year, the Centre has exceeded budget by 26% and is now 19% over 1985.

The month was marked by many small events, but the mainstays included Oktoberfest, Women's World, the Dofasco Quarter Century Club, the Canadian Football Hall of Fame Dinner, and Engineering Week. Some of our new events were the Leeds Bridal Show and the Ontario Pro Basketball Charity Dinner.

Management was gratified that the Board decision was to increase part-time staff wages, effective January 01, 1987. This will go a long way to alleviate the part-time staff crisis that has been building up during this high-employment time in Hamilton.

I regret to report that Lisa Serrick, our Chief Steward, has developed advanced arthritis which has affected her to the point where she is unable to work. This leaves us very short in the Stewarding Department and the Operations Manager has taken steps, not only to reorganize the Department, but also to hire a full-time Assistant Chief Steward to fill in while Lisa is away. Hopefully, she will return as soon as possible; however, it is not expected this will happen in the short term, and further reorganization may be necessary.

The Business Plan for MacNab Arms Restaurant was taken to the City Executive Committee last week and tabled at that time. There will be staff discussions between HECFI and City Personnel regarding the increased costs and Alderman McCulloch has requested that the Director liaise with the Historical Board to ensure all bases are covered while the Restaurant is in its initial stages.

The Liquor Licence for Copps Coliseum is presently in the hands of HECFI and will be transferred to Volume Services Inc. soonest. A new manager has been interviewed by both Volume and HECFI personnel and a decision is being awaited by HECFI on who will fill this position.

As we approach the New Year, perhaps now is the time to list the various extra-curricular duties that the Director has acquired over the last year; from a work standpoint, these are -

Chairman of the Convention-Community Liaison Sub-Committee of the Hamilton Chamber of Commerce;

Director of the Hamilton Branch of the Institute of Association Executives;

Member of the Trade Show Bureau of the International Association of Auditorium Managers;

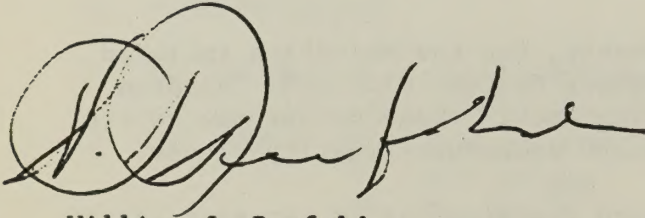
Member of the Mohawk College Advisory Committee for Food and Beverage.

From a community standpoint -

Governor of the Corps of Commissionaires;

Director of 826 Air Cadets Squadron;

Member of the Programme and Fellowship Committees of Downtown Hamilton Rotary.

A handwritten signature in dark ink, appearing to read 'W. J. Penfold', with a large, stylized initial 'W'.

William J. Penfold
Director
Hamilton Convention Centre

November 21, 1986

WJP:bg



HAMILTON CONVENTION CENTRE

REPORT TO THE HAMILTON CONVENTION CENTRE COMMITTEE BY

THE DIRECTOR ON HIS ATTENDANCE AT

THE FIFTH ANNUAL CONVENTION CENTRE MANAGEMENT CONFERENCE
NOVEMBER 6-9, 1986

This is the first time that the Director has attended this Conference, which turned out to be very valuable. About two hundred other Convention Centre Managers from across Canada and the U.S., Europe, Australia and Hong Kong, attended, with seminars conducted by conference experts. The seminars were valuable in that each subject referred to convention centres only, and therefore concentrated on the subjects that each director was looking for. In addition, the networking proved invaluable, perhaps even more than the seminars themselves.

The following is a summary of each seminar:

1) DRAFTING A MARKETING PLAN - Robert Meyer

This seminar concentrated on the importance of making convention centres "user friendly". It was very strongly stressed that centres of the future will succeed because they give the best service. If money is to be spent on marketing, spend a lot on "positioning" the Centre, and then spend money to maintain this position. Along with making the convention centre "user friendly" Mr. Meyer also made the point that the City should go a long way in doing the same thing. If the City and the centre give excellent service, then conventions will keep coming back on their regular rotation. He also stressed that the convention business is very very competitive and it is the service that will separate the men from the boys.

2) NAEM WHITE PAPERS - Doug Ducate

Mr. Ducate gave a briefing on the White Paper that had been produced by the National Association of Exhibition Managers, explaining multi-statistical information that the Papers contained.

3) CONVENTION SPENDING AND MEETING TRENDS - Richard Kinney, President of the International Association of Convention and Visitors Bureau

Mr. Kinney's remarks were very interesting to the centre managers present. Some of the figures he mentioned were:

There was \$21 billion being spent in the U.S. annually on conventions and meetings;

There was \$250 million being spent in the U.S. on convention marketing;

\$464.16 being spent by each convention attendee;

\$660 being spent by each trade show attendee.

The break-up of these dollar figures for each city is as follows:

-2-

47% lodging;

24% food;

11% retail;

18% other.

27% of associations held two or more conventions annually;

Convention attendance averages 500;

17% of these conventions are held outside the U.S.;

The average convention is 3-4 days and has 800 room nights;

The average area of exhibition space is 25,000 square feet;

The highest selection factors for a convention are:

1. Meeting rooms;
2. Sleeping rooms;
3. Quality of food.

4) PROFESSIONAL CONVENTION MANAGEMENT ASSOCIATION - Roy Evans

Mr. Evans talked about the facility needs of the professional convention manager and again stressed that "service" is what will separate the winners from the losers.

5) IS THE CONVENTION CENTRE MARKET OVERBUILT - Peter Shure, Editor of "Meeting News"

Mr. Shure answered the seminar question in the affirmative. He said that convention business will be flat over the next ten years, and that the growth will be in trade shows and in small meeting business (executive development).

6) A DOZEN WAYS TO SAVE MONEY IN BUILDING SERVICES - Jon Fraker

Mr. Fraker reviewed a number of ways to save money in building services, which management of this centre will also review to improve operational spending.

7) BEFORE YOUR NEXT EXPANSION, KNOW WHO ATTENDS THOSE EXHIBITS - WHEN - AND HOW MANY - Richard Swanley

In his seminar, Mr. Swanley advised managers that before expansion is considered, determine the shows that the facility can attract with the new expansion, and once this is done, examine visitor profiles.

8) THE MEETING PLANNER AND HIS ROLE IN SITE SELECTION - Charles McGrath

An interesting seminar with concentration on the needs of the meeting planner.

-3-

9) RECENT TRADE SHOW BUREAU STUDY REPORTS - Bill Mee

Mr. Mee presented some figures on the impact of trade shows on the community, specifically what the citizen gets for his tax dollar when a trade show comes to town. He made the point that delegate spending ripples through the community at 2.4 to 1; that the City develops a hospitality industry from the trade shows; and that these shows are tax and job generators. He also made the point that in Canada in 1983 there were 128 international meetings and trade shows, in 1984 - 152; and in 1985 - 172. He also stated that Montreal is the 20th city in the world with the most international meetings.

10) COMPUTER GRAPHICS FOR CONVENTION CENTRES, (SIGNAGE) - Jon Roll, Principal, Herman and Lees Associates

This seminar was on the new advances in signage and specifically looked at the signage that had gone into the Hynes Convention Centre in Boston. Here, they used a split/flap display system (similar to European train stations) together with the regular message centres that the group had seen earlier.

11) CONVENTION CENTRE CONSTRUCTION - WHAT ARE YOUR OPTIONS? - Glenon Walsh

Mr. Walsh discussed the difference between phased (fast-track) construction vs the Design/Bid/Building Method.

12) HOW MUCH IN-HOUSE AV IS ENOUGH? - Cecil Smith

Mr. Smith gave an excellent seminar on who should operate AV in the facility - the building or an outside company.

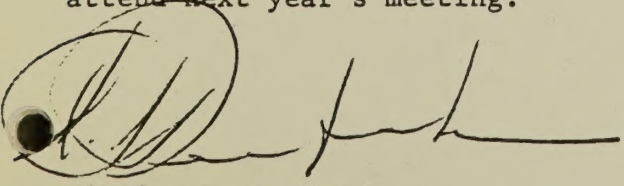
13) RECENT PROJECTS AND STUDIES OF THE CONVENTION LIAISON COUNCIL - Dean Phillips

Mr. Phillips is Director of the Indianapolis Convention Center and briefed the group on the subject.

14) WHO CONTROLS BOOKINGS - THE BUREAU OR THE FACILITY - Dean Phillips

Mr. Phillips went over this subject with much discussion, with the outcome being that there should be a booking policy between the Center and the Bureau.

As the subjects depict, the conference was invaluable to all the participants and it is very strongly recommended that the Director of the Convention Centre attend next year's meeting.



William J. Penfold
Director
Hamilton Convention Centre
November 24th, 1986

WJP/lp

1. The first part of the report is a general statement of the purpose and scope of the study. It is followed by a brief review of the literature on the subject. The third part of the report is a description of the methods used in the study. The fourth part is a presentation of the results of the study. The fifth part is a discussion of the results and their implications. The sixth part is a conclusion. The seventh part is a list of references. The eighth part is an appendix. The ninth part is a glossary. The tenth part is an index.

2. The second part of the report is a detailed description of the methods used in the study. It includes a description of the subjects, the instruments used, and the procedures followed. It also includes a description of the data collection and analysis methods. The third part of the report is a presentation of the results of the study. It includes a description of the results of the descriptive statistics, the results of the inferential statistics, and the results of the qualitative analysis. The fourth part is a discussion of the results and their implications. The fifth part is a conclusion. The sixth part is a list of references. The seventh part is an appendix. The eighth part is a glossary. The ninth part is an index.

3. The third part of the report is a presentation of the results of the study. It includes a description of the results of the descriptive statistics, the results of the inferential statistics, and the results of the qualitative analysis. The fourth part is a discussion of the results and their implications. The fifth part is a conclusion. The sixth part is a list of references. The seventh part is an appendix. The eighth part is a glossary. The ninth part is an index.

4. The fourth part of the report is a discussion of the results and their implications. It includes a discussion of the strengths and limitations of the study, a discussion of the implications of the results for practice and research, and a discussion of the need for further research. The fifth part is a conclusion. The sixth part is a list of references. The seventh part is an appendix. The eighth part is a glossary. The ninth part is an index.

5. The fifth part of the report is a conclusion. It includes a summary of the findings of the study, a statement of the conclusions drawn from the findings, and a statement of the implications of the findings. The sixth part is a list of references. The seventh part is an appendix. The eighth part is a glossary. The ninth part is an index.

6. The sixth part of the report is a list of references. It includes a list of the books, articles, and other sources used in the study. The seventh part is an appendix. The eighth part is a glossary. The ninth part is an index.

6.3.1 Hamilton Convention Centre Committee
Minutes of October 31, 1986

HAMILTON CONVENTION CENTRE COMMITTEE

REGULAR MEETING

Friday, October 31, 1986

9:00 o'clock a.m.

Albion A, HCC

PRESENT:

Mr. T. E. Yates, Chairman
Alderman R. Wheeler, Vice-Chairman
Alderman B. Hinkley
Mr. D. M. Beattie

ALSO PRESENT:

Mr. W. J. Penfold, Director
Hamilton Convention Centre
Mr. B. K. Conacher
Managing Director/CEO, HECFI
Mr. J. A. Leuser, Director
Finance/Administration, HECFI
Mr. F. Bogden, Director
Marketing/Sales Division, HECFI
Mr. J. Crane, Director
Copps Coliseum
Mr. R. Allard, Manager
MacNab Arms Restaurant

ABSENT:

Ms. J. Gowland -
out of town on business

Chairman's
Remarks

1. In calling the meeting to order at 9:00 o'clock, the Chairman suggested that as Item 10 (Business Plan - MacNab Arms) would require prolonged discussion, the other items should be dealt with as quickly as possible. However, Alderman Hinkley informed the meeting that he would probably have to leave at 9:30 a.m., whereupon instructions were given for Mr. Allard to attend the meeting, so that Item 10 could be dealt with.

MacNab Arms
Restaurant -
Business
Plan

2. MacNab Arms Restaurant - Business Plan

Following Mr. Allard's arrival, Mr. Penfold drew the attention of the meeting to the Summary Page of the Plan, pointing out that the original estimate of the cost had been below what was actually required. It was mentioned that the summer pavilion should also be operated by the restaurant - this could necessitate only the hiring of three or four summer students, and little capital outlay. The restaurant should break even the first year, and will be in the same class as Lo Presti's and L'Escargot. Dundurn Castle in itself is a marketing tool - there is no other facility of its type with a restaurant on site in the area. Free parking is also a big plus. We now have the manager and a chef (on hold at the moment) who can produce fine food. The Manager has the necessary experience to enable the restaurant to break even in its first year, which would require a figure of some \$70,000 a month for the restaurant and a total of \$46,000 for the pavilion.

Mr. Sam Cino has advised that the restaurant should be a success - he feels the area could easily accommodate another restaurant of the Lo Presti's calibre.

Refurbishing
of floors

Alderman Wheeler asked whether the floor had been inspected and was informed by Mr. Allard that in the smaller of the rooms it was in good condition, but in the portion that used to be a bowling alley, new floor will have to be laid over the existing one. This was allowed for in the Plan and would cost in the region of \$6,000.

Changes to
made to the
Castle
Grounds

Alderman Wheeler also informed the meeting that there are plans for changes to the gardens at Dundurn Castle, and one proposal includes taking out the pavilion. He had written a letter to the effect that it should be relocated in the grounds, but he would like input from the Director and Manager as to exactly where would be the best location.

Direct
Manag

Original
mandate

Mr. Conacher pointed out that the original scope was on the basis of a \$40,000 capital investment for a restaurant in the \$300,000 range; now we seemed to be talking about a range of \$850,000 and a capital investment of more than \$100,000. In the first place, the mandate was for the MacNab Arms Restaurant; the inclusion of the pavilion meant that the scope had expanded dramatically. Secondly, the type of service is going to be based on \$15 lunch and \$35 dinner checks; this would mean it would only be affordable to a smaller segment of the community. Thirdly, with regard to staff requirements, the full-time staff had been slightly expanded from the original requirement, and there was also the fact that the chef will have to be paid more than originally projected.

Alderman
Hinkley's
original
impression

Alderman Hinkley said it had been his impression that something on a lower level was required and wondered where the capital would come from. The City was already committed to \$40,000, the Director has stated there is a sum of \$40,000 remaining in the Centre's Capital Budget, and this would leave a sum of \$29,000 to (presumably) be made up by the City. He hadn't been thinking of anything comparable to Lo Presti's, and wondered whether this kind of facility at Dundurn Castle would pay for itself, as there is a limited market for this class of establishment. There was also the question of bus tours - was it not supposed to service them as well as local customers? Mr. Penfold informed him that so far as bus tours were concerned, the Convention Centre or the restaurant would make up boxed lunches, and to a certain extent, it could be known in advance when bus tours would arrive. The alderman expressed concern that his original understanding (that it was the tourist that would be serviced) was not coming about, but the Director pointed out that if the restaurant were to rely solely on \$4 or \$5 average checks, there would be no profit.

Bus tours

The Chairman pointed out that in Appendix "A" of the Plan,

Proposed
inclusion
of Pavilion

Item 6(a)(i) stipulated fine dining, but the cost of establishing and operating such an establishment has not been fully appreciated. Mr. Beattie pointed out that it would be difficult to satisfy both the tourist and the clientele of a fine dining establishment; however, he felt it was a good Plan and believed it was very manageable.

Mr. Conacher pointed out that the pavilion was included as a site for a possible food service outlet in the Castle Complex. The pavilion could be what enabled the fine dining restaurant to operate. But he was concerned that as yet there was no mandate for its inclusion. He suggested if fine dining makes sense, the next step would be to say "Here's what is involved in the pavilion", then we would have covered all the bases, but for now the mandate is just for the restaurant, and it could not be accomplished on the original approved figures. We would have to go back to City Council and if we do that we will have to "sell" the package, which includes the pavilion.

Alderman Wheeler said it was well known there had been several people who had failed, but now we have someone who really knows the business. One problem was how the bus trade be taken care of. He advised going back to the Executive Committee with the proposal.

Mr. Beattie was interested that Mr. Cino was in favour of the project and felt it could be a success. He also advised sending the Plan to City Council.

Mr. Conacher pointed out the problem would mainly be in getting HECFI approval, and although Mr. Cino did not see it as a threat, he was sure that others did, especially as the cost was to be more than the \$40,000 already approved.

The Chairman agreed that the restaurant had been a failure many times, but pointed out that the City has decided it should go ahead. He agreed that the recommendation should go to the Board and that the City should be informed that it cannot be done for the \$40,000, but required \$109,000. They will then decide yes or no. He asked Mr. Leuser if the percentages were reasonable and Mr. Leuser said they were in line with the Centre; his only concern was achieving the revenue figure, but knew that Mr. Cino thought it was possible.

Mr. Allard informed the meeting that he had talked with Mr. Max Mintz of Maxwell's, and although that gentleman had certain reservations, he agreed it was a feasible proposition, and advised making it first-class.

Mr. Bogden pointed out that some provision has to be made for expansion using the pavilion - he felt it had to be included, and Mr. Beattie agreed, adding that this would

mean there was something in it for everyone, not just a small section of the community.

Alderman Wheeler MOVED and it was seconded by Mr. Beattie -

THAT THE BUSINESS PLAN FOR MACNAB ARMS RESTAURANT BE ACCEPTED, AND FORWARDED TO THE HECFI BOARD FOR CONSIDERATION AND RECOMMENDATION TO CITY COUNCIL.

MOTION CARRIED

Business
hours

During the continuing discussion, Mr. Beattie raised the question of opening hours and days for the restaurant, and it was the consensus of opinion that more exact opening hours would be appropriate to include in the Plan. Mr. Allard pointed out that the Castle opening hours had been taken into account, along with the traffic patterns.

Wines

Mr. Beattie also wished to know if Canadian wines were to be included, and the Chairman mentioned a House wine; Mr. Allard informed the meeting that he was looking for one in the region of \$14; Mr. Leuser pointed out that the price is put at anything from two to three times the cost, and the Chairman agreed that the price can be variable.

Dundurn
Castle
operators -
approval

Mr. Bogden wanted to know whether the plan had received the endorsement of the Castle operators and whether they thought it a viable proposition; he was informed by Mr. Penfold that the only thing that would concern them would be signage. Mr. Bogden also said he would like to be involved in getting publicity for the project, such as media releases, trade journals and public relations.

Chef's
Salary

The proposed increase in the Chef's salary was discussed and the meeting was informed by Mr. Penfold that there is a chef "on hold" who is highly qualified, but for how long he will wait isn't known exactly. If he gets a better offer he will take it. Mr. Conacher mentioned that the high figure of \$28,000 had been arrived at through the Human Resources Centre and that the position was in the Salary survey. Mr. Leuser asked whether the figure of \$35,000 was for 1987, and Mr. Penfold confirmed this. The Chairman pointed out that this was dealt with in the recommendation included in the Business Plan, so in effect had already been approved by the Committee, and the matter was closed.

Marketing/
Sales Dir.
to receive
future
material

In conclusion, Mr. Bogden reiterated that he wished to be included sooner in future and the Secretary agreed that this would be done, and that all the other non-members on her mailing list would also receive copies at the same time as the Members and the Managing Director.

Secreta
(to Boar

Secret

Minutes of
previous
meeting

Correction

3. Minutes of Meeting held September 26, 1986

Mr. Leuser pointed out a misleading portion in the Financial Report section (Page 6) and the Secretary was instructed to amend the section in accordance with his written instructions.

Secretar

It was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE MINUTES OF THE MEETING HELD SEPTEMBER 26, 1986 BE APPROVED AS AMENDED.

MOTION CARRIED

Mr. Beattie -
hotel rooms

During the discussion which followed, Mr. Beattie informed the meeting that he was extremely disappointed and angry that because the Sheraton Hotel had gone back on an undertaking to provide 200-plus rooms by providing only 150, the State Farm Insurance convention had been lost to the City; although it was costing them \$60,000 more to do so, the Insurance firm had relocated their convention in Ottawa.

Mr. Conacher agreed that this was also of concern to HECFI as well as to the other hotels, as it affected the ability of Hamilton to get convention business - State Farm was one of several clients that had been lost.

Meeting with
industry
personnel
with the
Mayor

Mr. Bogden informed the meeting that the point had been raised at the last meeting with the Mayor and industry people, and that the Sheraton looks on residents as a short-term interim measure to increase occupancy level - corporate monthly suites wouldn't be a long-term activity and would not endanger convention business. They had given an assurance that they would honour all current convention blocks. Mr. Beattie was still not satisfied, and said that State Farm had planned to have 200 in the Sheraton and the rest of their delegates elsewhere, but when they were told, only 150, the Convention was gone.

Executive
Committee be
requested to
assist with
room problem

Alderman Wheeler suggested the Executive Committee should be consulted regarding room commitments, and Mr. Bogden agreed it is important to get this matter resolved in order to prevent the City getting a bad name.

It was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE MATTER OF HOTEL ROOM BLOCKS FOR CONVENTIONS BE CONSIDERED BY THE HECFI BOARD AND FROM THERE REFERRED TO THE EXECUTIVE COMMITTEE OF THE CITY OF HAMILTON FOR THEIR CONSIDERATION AND RECOMMENDATION AS TO HOW THE MATTER MIGHT BE RESOLVED TO THE SATISFACTION OF THE HOSPITALITY INDUSTRY IN THE CITY AND OF THE CITY OF HAMILTON AND THE HECFI BOARD

Secretar
(to Board

MOTION CARRIED

Director's
Report4. Director's Report - September 1986

Mr. Penfold informed the meeting that September was the best month ever for revenue at the Convention Centre, and the second-busiest with 52% occupation and 97% event use. The year had shown 250 out of 273 possible Event Days for a 92% average. Revenue was 76% over budget at \$309,000 and annually the Centre is 29% over budget in revenues and 20% over 1985. It is expected that revenues will be well over \$2,000,000 for 1986.

Back-to-back conventions filled the City with delegates during the month and included the Ontario Nursing Home Association, the Ontario Association for Homes for the Aged and the Progressive Conservative Party Convention, attracting 2,000 delegates and a million dollars' worth of direct spending. The Home Improvement Show ended the month and the other large events included Festitalia and the Dofasco Quarter Century Banquet.

Crisis in
hiring of
part-time
staff

It was pointed out that the Convention Centre is now at a distinct crisis point in hiring of part-time staff. Paradoxically, the improved employment situation in the City, and the low wages paid by the Centre, especially to porters, stewards and kitchen staff, have caused the crisis. Even our experienced staff is now leaving for higher-paying jobs which include benefits, and it seems the Centre has become a training ground for people who eventually leave to work elsewhere for higher rates of pay and benefits. The problem has been presented in a paper to be considered by the Audit/Finance Committee and solutions for the 1987 Budget will be recommended.

It was MOVED by Mr. Beattie, seconded by Alderman Wheeler -

THAT THE DIRECTOR'S REPORT BE RECEIVED

MOTION CARRIED

Temperature
control in
Centre5. Temperature Control in Convention Centre

Mr. John Crane, Director, Copps Coliseum, addressed the meeting, stating that he had conducted an extensive investigation of the problem of temperature fluctuations at the Centre. He pointed out that we have the best system available, and that a computer is to be installed which would give more detailed information. Many factors can cause problems, not necessarily the system, and he wanted to do some area balancing, in order to get an idea of the average number of people who occupy a room. If the system is "sized" for 1,000 people and you only get 400 for instance, the room will be too cool. When the computer is installed he will be distributing a monthly print-out. For an example of how the temperature depends on

occupancy load, he pointed out that the temperature in the meeting room was presently a little cool. He needed to do more research, have more communication and more reports on what is happening - we have the best system, and all the above should help it to work better. Another point he raised was that when the large doors are open for a period of time, it takes a while for the system to get back "on balance".

In conclusion, it was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE REPORT OF THE DIRECTOR, COPPS COLISEUM, RELATING TO THE TEMPERATURE IN THE CONVENTION CENTRE, BE RECEIVED

MOTION CARRIED

Corres-
pondence

6. Correspondence

It was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE ITEMS OF CORRESPONDENCE BE RECEIVED FOR INFORMATION

MOTION CARRIED

Comment
Cards and
Client
Evaluations

7. Comment Cards and Client Evaluations

It was MOVED by Mr. Beattie, seconded by Alderman Wheeler -

THAT THE COMMENT CARDS AND CLIENT EVALUATIONS BE RECEIVED FOR INFORMATION

MOTION CARRIED

Marketing
Update
Report

8. Marketing Update Report

Report on
Fifth Anni-
versary

Mr. Bogden commenced with his final report on the Convention Centre Fifth Anniversary Celebration which took place on October 16th in conjunction with the official debut of Hamilton's "Five-minute Five Hundred Million Dollar Walk" which ended at the Centre with a birthday party attended by the Mayor, members of City Council and invited guests who numbered just under 400. A statement of the expenses of the event totalling \$12,131.00 was included; this amount exceeded the budgeted figure by only \$131. Mr. Bogden reported that although his Department had on the whole been pleased with the attention received from the media, it had been a little disappointing where the Centre had been concerned.

Mayor's
Meeting

On October 02, 1986 the Managing Director and the Director of Marketing/Sales had participated in a meeting called by the Mayor at City Hall. Others present included representatives of the three major hotels, and Region and other

Criticism of
Centre for
involvement
in banquets

Emphasis
changing

Sales Report
Sept. 1986

local tourism representatives. One of the topics of the meeting was the overall relationships between the City/Hotels/HECFI/Region. The consensus of the hotel and Region representatives was that HECFI should not be in the banquet business. It had been pointed out that the new mandate had been followed in that the Centre was now putting more emphasis on major conventions, and phasing out the active solicitation of small banquet business. Mr. Bogden's report on this meeting concluded with the information that Convention Centre Sales staff were now concentrating more on events "over 400" while still continuing to accept bookings of all sizes. The emphasis is now on events with incremental revenue for the community.

9. Sales Report - September 1986

Mr. Bogden presented the Sales Report for the Centre for the month of September, prepared by the Sales Manager, Mr. Nat Davidson.

Sales for September 1986 were \$347,240, up \$83,769 over those for September 1985 of \$263,471. Actual revenue for the month was reported as \$294,595, up \$168,053 over that for September 1985 of \$126,864. The projected revenue for the balance of 1986 is \$440,149, compared to \$309,864 for the same period of 1985 - an increase of \$130,285.

The Sales Report also included -

- a) Convention Update
- b) Reduced items
- c) Monthly overview
- d) Monthly revenue re-cap
- e) Current and future year summary

New monthly
report

Item (e) is a Monthly Report designed to show at a glance the goals of the Department, the amount of business booked to date, and the actual achieved revenues, resulting in a + or - variance. Also shown in this brief and to-the-point Monthly Report are the goals - objectives vs. actual (to date) for the following year, with the actual amounts of business booked to date. The report concludes with a location breakdown for the month showing definite and tentative bookings and the Department goal. Also shown are the cancellations. A copy of this report is appended at the end of these minutes marked Appendix "A".

Summary of
Revenue and
Expend's

10. Summary of Revenue and Expenditures - September 1986

Mr. Leuser reported that the month of September had been exceptional due to the high level of revenues. Actual Operating Results for the month showed revenues of \$308,995, an increase of \$131,765 over the budgeted amount of \$177,230. Actual Operating Results for the nine-month

period ended September 30, 1986 were \$1,605,945, an increase of \$354,860 over the budgeted amount of \$1,251,085. Expenditures were above budget for September and the nine-month period to September 30, 1986, but the overall result was an excess of revenue over expenditure of \$42,850 for the month and an excess of expenditures over revenue for the nine-month period of \$129,705. The Budgetary Surplus for the nine-month period to September 30, 1986 was \$163,704, an increase of \$55,486 over the eight-month period to August 31, 1986, which was \$108,218.

Following further discussion, it was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE SUMMARY OF REVENUE AND EXPENDITURES FOR SEPTEMBER 1986 BE APPROVED, AND THAT IT BE FORWARDED TO THE AUDIT/ FINANCE COMMITTEE FOR CONSIDERATION AND RECOMMENDATION TO THE BOARD OF DIRECTORS OF HECFI.

MOTION CARRIED

Secretar
(to Audit
Fin. Comm.

Hiring of
Assistant
Chief Steward

11. Request to Hire Assistant Chief Steward

Following a brief discussion, during which it was pointed out that this position is being considered as part of the Salary Survey, it was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT AN ASSISTANT CHIEF STEWARD BE HIRED IMMEDIATELY IN STEP 1 OF PAY GRADE 103, WHICH IS AN ANNUAL SALARY OF \$15,867, SUBJECT TO THE SALARY SURVEY AT PRESENT IN PROGRESS FOR EMPLOYEES OF THE CORPORATION.

Secretar
(to Audit
Fin. Comm.

Prognosis on
Chief
Steward's
health

In answer to a query by the Chairman as to the prognosis on the Chief Steward's health, Mr. Penfold informed the meeting that we have a doctor's report showing that she will be off from time to time. If she has to go on disability, the City's insurance will cover this. The Chairman asked about who would be considered for the new position, and the Director stated his opinion that considerable administrative ability would be a definite requirement. The Chairman remarked that this new position would increase the permanent staff to 21, and the Managing Director pointed out that the part-time salary survey had five positions under review, of which this is one, and that it was being considered that they be phased in over 1987 as required; the consultants had been asked to look at all five positions.

Qualification
for new pos'n

One of five
proposed
positions

MOTION CARRIED

Lighting
Maintenance
Contract

12. Lighting Maintenance Contract

Following a discussion during which it was pointed out that a recurring problem with the lighting fixtures in Wentworth

Wentworth Exhibition Hall had until now been handled by Burl-Oak Lighting and Sign Co. without charge, it was noted they no longer intend to bear this burden, and this was the reason for their new tender being higher than the previous contract. The Chairman remarked that he would prefer to have more firms tender, and in conclusion of the discussion it was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE LIGHTING MAINTENANCE CONTRACT BE REFERRED BACK TO MANAGEMENT FOR FURTHER STUDY.

MOTION CARRIED

Track
Lighting -
Chedoke

13. Track Lighting in Chedoke Hall

It was noted from the supporting material provided by the Operations Manager that the original quotation for the track lighting, which included an installation charge of \$4,600 in the total cost of \$11,000, included wiring which would have been visible on the walls, which would be unsightly. The extra cost for installing the wiring inside the walls would be \$2,900, but following further discussion, it was MOVED by Mr. Beattie, seconded by Alderman Wheeler -

THAT THE CITY PURCHASING DEPARTMENT BE REQUESTED TO RE-TENDER THE TRACK LIGHTING FOR CHEDOKE HALL, AND THAT THE COST OF INSTALLING THE WIRING INSIDE THE WALLS BE INCLUDED

MOTION CARRIED.

Operating
Expenses

14. Operating Expenses

A report from the Operations Manager was considered, in which it was requested that the China, Glassware and Silver accounts be over-expended in order that purchases in 1987 could be reduced. This would have the effect of increasing the deficit, and reduce the budgetary surplus, but there was an insufficient amount of funding in the replacement accounts line in the operating budget to purchase the additional supplies that are needed. The Chairman opposed the proposition, as it meant expending funds this year that should strictly be spent in 1987, but he was assured by the Director of Finance that as there was a substantial budgetary surplus, he supported the Director's request. The Managing Director agreed that the items were going to be needed in any event, and the question was what was the best way to get them. The Chairman asked if this would circumvent the normal purchasing procedure and was assured once again by the Director of Finance that it would not create a problem. He also pointed out that to charge the items to different lines would only put them over budget.

Secreta
(Operatio
Manage

Secreta
(Operatio
Manage

Following further discussion it was MOVED by Mr. Beattie, seconded by Alderman Wheeler -

THAT THE CHINA, GLASSWARE AND SILVER ACCOUNTS BE OVER-EXPENDED BY APPROXIMATELY \$13,000 IN ORDER THAT SUPPLIES OF THESE ITEMS MIGHT BE REPLENISHED FROM THE 1986 EXPENSE LINES.

MOTION CARRIED

Date of next
meeting

15. Date of next meeting

Mr. Beattie informed the members that he would be unavailable for a meeting on the next regularly scheduled date, and requested a change, but it was stated that the schedule of meetings of the three facilities, the Audit/Finance Committee and the Board was such that any change would be difficult. It was therefore agreed that the next meeting would take place on the regularly scheduled last Friday in the month, viz. November 28, 1986.

Secretar
(to Audit
Fin. Comm.

Adjournment

16. Adjournment

As there was no new business to be discussed, it was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE MEETING ADJOURN AT 11:15 O'CLOCK A.M.

MOTION CARRIED

Taken as read and approved,

Terry E. Yates, Chairman
Hamilton Convention Centre Committee

B. Goddard.

B. Goddard
Secretary

Secretar



MILLION CONVENTION CENTRE

MONTHLY REPORT
CURRENT and FUTURE YEAR SUMMARY
(BOOKINGS)

Period: September 31, 19 86

CURRENT YEAR = OBJECTIVES VS. ACTUAL

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
GOALS	143,800.	200,400	207,930	37,395	103,930	177,230	254,230	259,180	208,605	- 222,700.	-	157,700	1,973,100.
BOOKED TO DATE							372,042	205,743	235,406				813,191.
ACHIEVED ACTUAL	211,076.	235,877	194,930	57,316	107,520	308,995				- 350,728.	-	139,503	1,605,945.
VARIANCE +/-	+67,276.	+35,477	+13,000	+19,921	+3,590.	+131,765	+117,812	-53,437	+26,801	+ 128,028.		-18,197	+446,036.

FUTURE YEAR(S) = OBJECTIVES VS. ACTUAL (TO DATE)

	NEXT 12 MONTHS	FUTURE YEARS TOTAL	GRAND TOTAL
1987			
GOALS =	2,350,000.		2,350,000.
BOOKED TO DATE	1,211,256.		1,211,256.

D. Anderson
Signature

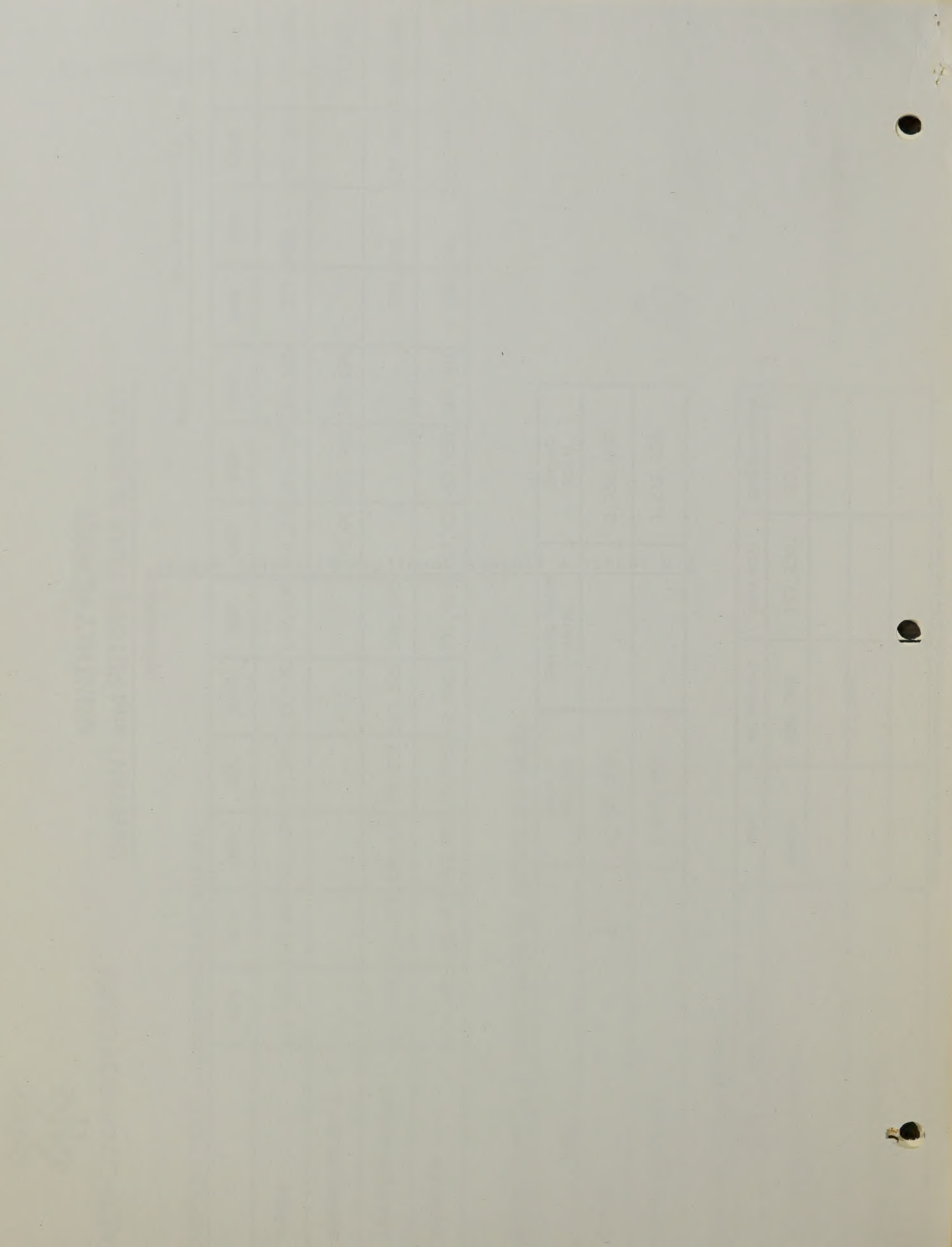
LOCATION BREAKDOWN =

1986 - September	DEPT.	NET ACTUAL*	DEPT. GOAL	CANCELLATIONS
DEFINITES CONFIRMED THIS PERIOD	SALES	308,995.	177,230.	20,084.
TENTATIVES BOOKED THIS PERIOD		25,902.		

*NET ACTUAL is the Actual Definites/Tentatives minus the Cancellations shown

Signature

6.4 Audit & Finance Committee Fifteenth Report





Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT OF THE AUDIT/FINANCE COMMITTEE

To The Hamilton Entertainment and Convention Facilities Inc.

Members of the Board:

The Audit/Finance Committee presents its FIFTEENTH Report and respectfully recommends:

1. (a) That the tender submitted by Honeywell Ltd. in the total amount of \$18,173.00 for the provision of hardware and software components of a computerized preventive maintenance system for Copps Coliseum and the Central Utilities Plant be accepted; and
(b) That this purchase be charged to work in progress account number 0408-U32785.

Note: For the information of the Members of the Board, the Copps Coliseum Committee, at its meeting on November 28, 1986, approved the awarding of this contract. It was the most suitable tender received.

2. (a) That the tender submitted by ADT Security Systems in the amount of \$12,100.00 for the supply and installation of an automated security system for Copps Coliseum be accepted.
(b) That the tender submitted by Hill's Video Centre in the total amount of \$15,303.05 for the supply and installation of a camera surveillance system for Copps Coliseum be accepted.
(c) That an amount of \$4,720.00 be dedicated for the supply and installation of conduit necessary for the above installations with this work to be coordinated by the Chief Electrician, Copps Coliseum.
(d) That all of this work be charged to work in progress account number 0408-U32784.

Note: For the information of the Members of the Board, the Copps Coliseum Committee, at its meeting on November 28, 1986, approved the awarding of this contract. It was the lowest of six (6) tenders received.

3. (a) That the part-time position of Head Porter at the Hamilton Convention Centre be converted to a full-time position;
- (b) That a Head Porter be hired as of January 1, 1987 in Step 1 of Salary Schedule 103 (\$15,867.28, \$16,736.72, \$17,497.48, \$18,257.72, \$19,019.00) per annum, subject to the Stevenson Kellogg Ernst & Whinney Compensation Study.
- (c) That the position be posted internally by the Director of Human Resources of the City of Hamilton and in the event that a suitable candidate can not be selected from within organizations of the City of Hamilton, including HECFI, that the Director of Human Resources be authorized to advertise the posting outside.
4. (a) That the part-time position of Booking Coordinator/Secretary for the Marketing Department be converted to a full-time position;
- (b) That the Job Fact Sheet (attached as Schedule "A") for the position of Booking Coordinator/Secretary for the Marketing Department be authorized and classified in Step 1 of Salary Schedule 103 (\$15,867.28, \$16,736.72, \$17,497.48, \$18,257.72, \$19,019.00) per annum, subject to the Stevenson Kellogg Ernst & Whinney Compensation Study; and
- (c) That the position be posted internally by the Director of Human Resources of the City of Hamilton and in the event that a suitable candidate can not be selected from within organizations of the City of Hamilton, including HECFI, that the Director of Human Resources be authorized to advertise the posting outside.
5. (a) That the part-time position of Clerk-Typist for the Marketing Department be converted to a full-time position;
- (b) That the Job Fact Sheet (attached as Schedule "B") for the position of Clerk-Typist for the Marketing Department be authorized and classified in Step 1 of Salary Schedule 103 (\$15,867.28, \$16,736.72, \$17,497.48, \$18,257.72, \$19,019.00) per annum, subject to the Stevenson Kellogg Ernst & Whinney Compensation Study; and

- (c) That the position be posted internally by the Director of Human Resources of the City of Hamilton and in the event at a suitable candidate can not be selected from within organizations of the City of Hamilton, including HECFI, that the Director of Human Resources be authorized to advertise the posting outside.
- 6. (a) That the facility charges in the amount of \$12,849.00 for use of the Hamilton Convention Centre by the Hamilton Area Challenge Square Dancers in respect of their annual convention on November 6 - 8, 1986 be recovered from the Special Events Subsidy Fund;
- (b) That this organization be advised that approval of this request for subsidization does not guarantee future funding from the Special Events Subsidy Fund; and
- (c) That future requests for subsidization be submitted by the organization on an approved HECFI application form well in advance of the event.
- 7. (a) That the facility charges in the amount of \$10,000.00 for use of the Hamilton Convention Centre by the Ontario Association of the Homes for the Aged in respect of their convention on September 14 - 17, 1986 not be recovered from the Special Events Subsidy Fund.

Note: The Committee denied the request for funding from the Special Events Subsidy Fund since:

- (i) Management did not address the Committee's previous stipulation that staff indicate what commitments for subsidization, if any, had been made to the organization; and
- (ii) it's approval would have the effect of increasing the Hamilton Convention Centre surplus for 1986.

The Committee noted that there was no accounts receivable outstanding in respect of this event.

- 8. (a) That the facility charges in the amount of \$3,620.00 for use of the Hamilton Convention Centre by the Pollution Control Association of Ontario in respect of their annual convention on April 28 and 29, 1986 not be recovered from the Special Events Subsidy Fund.

Note: The Committee denied the request for funding from the Special Events Subsidy Fund since:

- (i) Management did not address the Committee's previous stipulation that staff indicate what commitments for subsidization, if any, had been made to the organization; and
- (ii) it's approval would have the effect of increasing the Hamilton Convention Centre surplus for 1986.

The Committee noted that there was no accounts receivable outstanding in respect of this event.

9. (a) That the facility charges in the amount of \$16,250.00 for use of the Hamilton Convention Centre by the Association of Central Canada Broadcast Engineers in respect of their convention on November 11 to 13, 1986 not be recovered from the Special Events Subsidy Fund.

Note: The Committee denied the request for funding from the Special Events Subsidy Fund since:

- (i) Management did not address the Committee's previous stipulation that staff indicate what commitments for subsidization, if any, had been made to the organization; and
- (ii) it's approval would have the effect of increasing the Hamilton Convention Centre surplus for 1986.

The Committee noted that there was no accounts receivable outstanding in respect of this event.

The following are items for information only:

1. The Consolidated Unaudited Operating Results for HECFI for the Ten-Month Period ended October 31, 1986 attached as Schedule "C".
2. The Unaudited Operating Results of the Central Utilities Plant for the Ten-Month Period ended October 31, 1986 attached as Schedule "D".
3. The Committee received recommendations from the HECFI Board's November 14th Regular Meeting relative to the Special Events Subsidy Fund as follows:

THAT THE AUDIT/FINANCE COMMITTEE DETERMINE AND PROVIDE GUIDELINES FOR FACILITIES DIRECTOR(S) ON PROCEDURES FOR ACCESSING FUND - SPECIFICALLY, WHO MAY AUTHORIZE AND HOW DECISIONS ARE TO BE COMMUNICATED; AND

THAT MANAGEMENT DEVELOP AN APPROPRIATE APPLICATION FORM THAT WOULD BE COMPLETED BY ORGANIZATIONS REQUESTING FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND.

The Committee directed that management submit a draft of the above to the Audit/Finance Committee at its next regular meeting.

4. The Committee reviewed the recommendation from Mr. Fred Bogden, Director of Marketing, for the approval of an Account Executive Position HCC/HECFI effective January 1, 1987, and tabled the item, subject to receipt of the Marketing Plan.
5. The Committee reviewed the recommendation from Mr. Fred Bogden, Director of Marketing, to purchase one complete "Instand By Spectralite 70 Limited" Portable Display Unit at a cost of \$13,495.62. The Committee asked that management reassess the total order with a view to bringing the cost down to under \$10,000.
6. The Committee received for information the report from Mr. John A. Leuser, Director of Finance and Administration, relative to the Telephone/Mail Order Service Fees (Attached as Schedule "E").

RESPECTFULLY SUBMITTED

Dr. C. Bart / per J. Mills

DR. C. BART, ACTING CHAIRMAN
AUDIT/FINANCE COMMITTEE

J. Mills

Joan M. Mills, Secretary
Audit/Finance Committee
December 3, 1986



Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "A" referred to
in Section 4(b) of the
FIFTEENTH Regular
Report of the Audit/
Finance Committee

REF: _____

JOB FACT SHEET

This questionnaire asks you about your job—what you do. It is not concerned with your performance on the job. Please take time (we estimate about one hour) to complete it accurately. Attach extra pages or examples if necessary.

When you have finished, give it to your immediate supervisor. Your supervisor will review it with you. Each of you sign it when you are satisfied with it. Then return one legible copy as directed.

1 POSITION IDENTIFICATION

Organization COPPS COLISEUM Division or Department MARKETING
Name NEW POSITION Position Title SECRETARY ^{BOOKING COORDINATOR} Title of COPPS COLISEUM
Branch or Section _____ Immediate Superior SALES EXECUTIVE
Location COPPS COLISEUM Date SEPT 4 / 86
Approved _____
(Employee) (Supervisor) (Manager)

2 JOB DESCRIPTION

Consider the major activities or responsibilities you undertake (usually 3 to 6 of them). Describe each of them, by a phrase, at the top of each box. Estimate (to the nearest 5%) the percentage of time per year you spend on each. Then describe each activity using details or examples.

Activity A: Prepare Licence Agreements (20 %)

- ▶ - type contracts on designated forms;
- send contracts to licensee, receive signed agreements from licensee, return fully executed copy of Agreement to licensee.
- ensure that all contracts are correctly completed.
- receive in advance deposit (usually 50% of the minimum Basic Bldg. Fee) from the licensee and confirm the dates reserved.

Activity B: Licensee Services (30 %)

- ▶ - notify potential licensees of available dates, and temporarily reserve such dates.
- obtain references, where appropriate, to determine the suitability of potential licensees.
- assist licensees in fulfilling event requirements.
- monitor daily ticket sales for events at Copps and report results to licensee and to the Executive.

final schedule

Activity C: Prepare and circulate weekly and monthly (10%)

- ▶ - showing events (tentative and confirmed) to be held, the times and specific requirements, so that other departments / divisions (eg. Plant and Bldg., Event Planning, Box Office) may plan their services accordingly.

Activity D: Administrative activities (10%)

- ▶ - Perform administrative activities for various Copps Coliseum events, as directed, such as coordinating various promotional activities during events and assisting licencees in whatever capacity required.

Activity E: Perform secretarial & office duties (10%)

- ▶ - retrieve a variety of material (letters, contracts, forms, invoices, minutes, reports, etc) from handwritten or typed copy.
- prepare and type standard letters and general memoranda, as required.
- maintain an accountable filing system for the Dept., file to retrieve material accordingly.
- assist callers in routine matters, such as rental fees, dates availability, by providing appropriate info and/or answers; refer other matters to the appropriate person.
- maintain internal bookkeeping records and related info.
- make travel and dining reservations for Mktg. Div. personnel as required.
- take minutes for various committees and assist in coordinating activities designated by committees.

3 EDUCATION AND SPECIFIC TRAINING

(a) What should be the minimum schooling or formal training for a new person on this job?

- Grade 13 or equivalent education (College or University degree or equivalent)
- successful completion of appropriate secretarial course or equivalent experience to demonstrate ability in basic secretarial skills

(b) Is a Provincial or other vocational or professional certification or degree:

Mandatory ☒
Preferred ☐

Please Specify: secretarial

(c) What special skills or training are needed to perform job or operate equipment?

- minimum 3 years of experience as secretary
- 60 W.P.M. typing with accuracy
- competently take and transcribe shorthand

- bookkeeping knowledge or experience is an asset
- ability to communicate pleasantly and effectively with the public and personnel is essential

4 EXPERIENCE

How much concentrated, "on-the-job" learning time should be required for a new person with education as in 3 to achieve competence on this job? (Experience may be gained on this and/or preceding jobs.)

About: 1 month ☒ 3 months ☐ 6 months ☐ 1 year ☐ 2 years ☐
 3 years ☒ 5 years ☐ 7 years ☐ 10 years ☐ More ☐

5 INITIATIVE (INDEPENDENCE OF ACTION)

- (a) List 3 decisions you make or duties you perform without reference to superiors or subsequent checks.
1. providing standard bldg info to callers
 2. announcing confirmed events
 3. secretarial duties
- (b) List 3 decisions on which you seek consultation with, or approval from a superior.
1. bldg license fee negotiations
 2. confliction dates
 3. public complaints
- (c) What guidelines, procedures, manuals etc. are available to guide your decision-making and actions?
- corporate and coliseum guidelines and procedures
- (d) What financial responsibilities does your job involve? e.g. budget of \$50,000; sales of \$200,000.
- none

6 IMPACT OF ERRORS

Describe 2 typical major errors that could reasonably be made in your job, even with due care. Indicate the worst consequences e.g. waste, delays, time lost, money lost, injury, damage, effect on people.

1. - errors in preparing contractual terms and conditions will lead to loss of money and coliseum business integrity.
2. - leaking of confidential information will cause money loss and damage to building business integrity.

7 WORKING WITH OTHERS (Excluding those supervised-See 9)

With whom are you required to work in doing your job? Use titles.

	Position Contacted	How Often	Purpose
(a) Within organization	<u>Mktg Director</u>	<u>daily</u>	<u>supervisory</u>
	<u>Coliseum Director</u>	<u>daily</u>	<u>informational</u>
	<u>Events Manager</u>	<u>daily</u>	<u>informational</u>
	<u>Box Office Manager</u>	<u>daily</u>	<u>informational</u>
(b) Outside organization	<u>promoters</u>	<u>daily</u>	<u>business</u>
	<u>general public</u>	<u>daily</u>	<u>P.R. + inquiries</u>
	<u>media</u>	<u>weekly</u>	<u>P.R.</u>

8 SUPERVISION EXERCISED

Note and describe any supervisory duties which you exercise.

- (a) Assign and check work of others doing similar work to yours. Who? none
- (b) Provide technical guidance to other staff. Who? none
- (c) Supervise a small group: assign the work to be done, the methods to be used, take responsibility for all the work of the group. none
- (d) Direct the work, practices, procedures of a major work unit. Establish the unit's priorities, control budgets and costs, work quality. none
- (e) Other (specify) none

9 EMPLOYEES SUPERVISED

Indicate the total number of staff for whose work you are fully accountable.

	1-3	4-10	11-20	21-30	31-60	61-150	151 Plus
Full-time Employees	0						
Part-time Employees	0						

Full-time Equivalent 0

10 PHYSICAL AND VISUAL DEMANDS

Check the appropriate level(s)

Condition	Percent of Time				
	0%	Under 20%	20-40%	40-70%	Over 70%
Few exceptional demands (e.g. typical office)					✓
Climbing, lifting, etc. eg. _____	✓				
Heavy physical effort eg. _____	✓				
Intense visual concentration eg. _____		✓			

11 WORKING CONDITIONS

- (a) Give examples of any unpleasant aspects, e.g. heat, cold, fumes, noise, outside work, infection, danger.

Comparable to standard office. yes

Minor disadvantages, e.g. demanding deadlines

Major unpleasant aspects, e.g. stress

- (b) What is your scheduled work week? 40 hrs.

What, if any, shift work do you have? occasional overtime work required

Other unusual hours? On call? during events at nights and weekends

- (c) Travel out-of-town: % time away? (0%)

Driving vehicle: % time? (0%)

12 CONFIDENTIALITY

Confidentiality considers the integrity and discretion necessary to safeguard confidential data handled or obtained in the normal performance of your duties. Place a check mark beside the paragraph that most appropriately describes your situation. If you feel further explanation is required or none of these categories is applicable, please comment in the space below.

If applicable, describe the impact of disclosure of confidential information in the space below.

☐

Regular work involves little or no contact with confidential data or information.

☐

Occasional contact (i.e., monthly) with some confidential information where disclosure may have a moderately adverse internal and/or external effect.

OR:

☐

Regular contact (i.e., daily) with substantial confidential information where disclosure would have an embarrassing, but not necessarily harmful, effect, either internally or externally.

☒

Regular work with confidential data. Disclosure would have a harmful effect on the organization.

IMPACT/COMMENT:

Confidentiality on the job is of utmost importance
Any breach of confidentiality will lead to loss
of events and revenues and consequently
jeopardize the integrity and credibility
of the facility in the industry.

Information that concerns the security of the United States is classified as secret information. It is information that, if disclosed, would be of such nature as to be of substantial aid to the enemy of the United States. It is information that, if disclosed, would be of such nature as to be of substantial aid to the enemy of the United States. It is information that, if disclosed, would be of such nature as to be of substantial aid to the enemy of the United States.

Persons who have access to secret information shall be required to sign a statement of acknowledgment of the classification of the information.

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Persons who have access to secret information shall be required to sign a statement of acknowledgment of the classification of the information.



REP:

JOB FACT SHEET

- This questionnaire asks you about your job—what you do. It is not concerned with your performance on the job. Please take time (we estimate about one hour) to complete it accurately. Attach extra pages or examples if necessary.
- When you have finished, give it to your immediate supervisor. Your supervisor will review it with you. Each of you sign it when you are satisfied with it. Then return one legible copy as directed.

1 POSITION IDENTIFICATION

Organization	<u>Hamilton Entertainment and Convention Facilities Inc.</u>	Division or Department	<u>Marketing and Sales Department</u>
Name		Title of	<u>Immediate Superior Sales Manager</u>
Branch or Section	<u>Hamilton Convention Centre</u>	Location	<u>Hamilton Convention Centre</u>
Approved		Date	<u>November 19, 1986</u>
	(Employee)		(Supervisor)
			(Manager)

2 JOB DESCRIPTION

Consider the major activities or responsibilities you undertake (usually 3 to 6 of them). Describe each of them, by a phrase, at the top of each box. Estimate (to the nearest 5%) the percentage of time per year you spend on each. Then describe each activity using details or examples.

Activity A: Clerical Services (100%)

- Type routine correspondence which includes standard inquiry letters, confirmations/tentative letters, contracts, and bid proposal packages. Maintain a supply of presentation folders for clients. Forwarding telephone messages to fellow employees. Filing of all departmental correspondence. Establishing new files and update Card Index File. Responsible for photocopying of all correspondence in Sales Department, incoming and outgoing mail, both inter-office and outside. Pull client files for follow-up of contracts. Assist in clerical functions as required by Executive Secretary to Director of Marketing and Sales Secretary.

Activity B: _____ (%)

Activity C: _____ (%)

Activity D: _____ (%)

Activity E: _____ (%)

3 EDUCATION AND SPECIFIC TRAINING

- (a) What should be the minimum schooling or formal training for a new person on this job?

Secondary School Graduation Diploma - Commercial

- (b) Is a Provincial or other vocational
or professional certification or degree:

Mandatory
Preferred

☐
☐

Please Specify: _____

- (c) What special skills or training are needed to perform job or operate equipment?

As above

4 EXPERIENCE

How much concentrated, "on-the-job" learning time should be required for a new person with education as in 3 to achieve competence on this job? (Experience may be gained on this and/or preceding jobs.)

About: 1 month ☒ 3 months ☐ 6 months ☐ 1 year ☐ 2 years ☐
 3 years ☐ 5 years ☐ 7 years ☐ 10 years ☐ More ☐

5 INITIATIVE (INDEPENDENCE OF ACTION)

(a) List 3 decisions you make or duties you perform without reference to superiors or subsequent checks.

1. _____
 2. _____
 3. _____

(b) List 3 decisions on which you seek consultation with, or approval from a superior.

1. _____
 2. _____
 3. _____

(c) What guidelines, procedures, manuals etc. are available to guide your decision-making and actions?

With the approval of Sales Manager, Account Executive & Sales Secretary.

(d) What financial responsibilities does your job involve? e.g. budget of \$50,000; sales of \$200,000.

6 IMPACT OF ERRORS

Describe 2 typical major errors that could reasonably be made in your job, even with due care. Indicate the worst consequences e.g. waste, delays, time lost, money lost, injury, damage, effect on people.

1. Typing errors/ dates and rental on contracts.

2.

7 WORKING WITH OTHERS (Excluding those supervised—See 9)

With whom are you required to work in doing your job? Use titles.

(a) Within organization

Position Contacted	How Often	Purpose
Sales Secretary	Daily	Corres/messages/clerical
Account Executive	Daily	Corres/messages/clerical
Sales Manager	Frequently	Corres/messages/clerical
Events Department	Daily	Clerical
Sec. to Director of Marketing	Frequently	Clerical
Director of Marketing	Frequently	Clerical
Area Attraction People	Daily	Reception

(b) Outside organization

8 SUPERVISION EXERCISED

Note and describe any supervisory duties which you exercise.

- (a) Assign and check work of others doing similar work to yours. Who? _____
- (b) Provide technical guidance to other staff. Who? _____
- (c) Supervise a small group: assign the work to be done, the methods to be used, take responsibility for all the work of the group. _____
- (d) Direct the work, practices, procedures of a major work unit. Establish the unit's priorities, control budgets and costs, work quality. _____
- (e) Other (specify) _____

9 EMPLOYEES SUPERVISED

Indicate the total number of staff for whose work you are fully accountable.

	1-3	4-10	11-20	21-30	31-60	61-150	151 Plus
Full-time Employees							
Part-time Employees							

Full-time Equivalent _____

10 PHYSICAL AND VISUAL DEMANDS

Check the appropriate level(s)

Condition	Percent of Time				
	0%	Under 20%	20-40%	40-70%	Over 70%
Few exceptional demands (e.g. typical office)					
Climbing, lifting, etc. eg. <u>Boxes of Brochures, supplies</u>		5%			
Heavy physical effort eg. _____					
Intense visual concentration eg. _____			35%		

11 WORKING CONDITIONS

- (a) Give examples of any unpleasant aspects, e.g. heat, cold, fumes, noise, outside work, infection, danger.

Comparable to standard office.

Minor disadvantages, e.g.

Major unpleasant aspects, e.g.

- (b) What is your scheduled work week?

What, if any, shift work do you have?

Other unusual hours? On call?

- (c) Travel out-of-town: % time away?

Driving vehicle: % time?

Noise transmissions.

35 hours

hrs.

If requested by department head.

(%)

(%)

12 CONFIDENTIALITY

Confidentiality considers the integrity and discretion necessary to safeguard confidential data handled or obtained in the normal performance of your duties. Place a check mark beside the paragraph that most appropriately describes your situation. If you feel further explanation is required or none of these categories is applicable, please comment in the space below.

If applicable, describe the impact of disclosure of confidential information in the space below.

☒

Regular work involves little or no contact with confidential data or information.

☐

Occasional contact (i.e., monthly) with some confidential information where disclosure may have a moderately adverse internal and/or external effect.

OR:

☐

Regular contact (i.e., daily) with substantial confidential information where disclosure would have an embarrassing, but not necessarily harmful, effect, either internally or externally.

☐

Regular work with confidential data. Disclosure would have a harmful effect on the organization.

IMPACT/COMMENT:

Plaintiff, *John Doe*,
vs.
Defendant, *Jane Smith*.

Comes now the Defendant, *Jane Smith*, and moves the Court for an order granting her summary judgment on the basis of the facts and circumstances set forth in the following:

1. On or about January 1, 2010, Plaintiff *John Doe* was employed by Defendant *Jane Smith* as a sales representative. Plaintiff's duties included selling Defendant's products to various clients.

2. Plaintiff was terminated from his position on or about March 1, 2010. Plaintiff claims that his termination was without cause and that he is entitled to reinstatement and back pay.

3. Defendant claims that Plaintiff was terminated for cause, specifically for failing to meet sales targets and for misconduct.

4. Plaintiff has failed to establish that he was wrongfully terminated. The evidence shows that Plaintiff's performance was poor and that he was not entitled to the relief sought.

WHEREFORE, Defendant respectfully requests the Court to grant summary judgment in her favor and to dismiss Plaintiff's complaint.

Plaintiff's Motion for Summary Judgment is hereby opposed by Defendant *Jane Smith*. Defendant moves the Court for an order granting her summary judgment on the basis of the facts and circumstances set forth in the following:

1. Plaintiff was terminated from his position on or about March 1, 2010. Plaintiff claims that his termination was without cause and that he is entitled to reinstatement and back pay.

2. Defendant claims that Plaintiff was terminated for cause, specifically for failing to meet sales targets and for misconduct.

3. Plaintiff has failed to establish that he was wrongfully terminated. The evidence shows that Plaintiff's performance was poor and that he was not entitled to the relief sought.

WHEREFORE, Defendant respectfully requests the Court to grant summary judgment in her favor and to dismiss Plaintiff's complaint.

Plaintiff's Motion for Summary Judgment is hereby opposed by Defendant *Jane Smith*. Defendant moves the Court for an order granting her summary judgment on the basis of the facts and circumstances set forth in the following:

1. Plaintiff was terminated from his position on or about March 1, 2010. Plaintiff claims that his termination was without cause and that he is entitled to reinstatement and back pay.

2. Defendant claims that Plaintiff was terminated for cause, specifically for failing to meet sales targets and for misconduct.

3. Plaintiff has failed to establish that he was wrongfully terminated. The evidence shows that Plaintiff's performance was poor and that he was not entitled to the relief sought.

WHEREFORE, Defendant respectfully requests the Court to grant summary judgment in her favor and to dismiss Plaintiff's complaint.

Plaintiff's Motion for Summary Judgment is hereby opposed by Defendant *Jane Smith*. Defendant moves the Court for an order granting her summary judgment on the basis of the facts and circumstances set forth in the following:

1. Plaintiff was terminated from his position on or about March 1, 2010. Plaintiff claims that his termination was without cause and that he is entitled to reinstatement and back pay.

2. Defendant claims that Plaintiff was terminated for cause, specifically for failing to meet sales targets and for misconduct.

3. Plaintiff has failed to establish that he was wrongfully terminated. The evidence shows that Plaintiff's performance was poor and that he was not entitled to the relief sought.

WHEREFORE, Defendant respectfully requests the Court to grant summary judgment in her favor and to dismiss Plaintiff's complaint.

Section 'C' referred to
in Section 1 of the
Information Items of
the FIFTEENTH Regular
Report of the Audit/
Finance Committee

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

UNAUDITED OPERATING RESULTS FOR THE

TEN MONTH PERIOD ENDED OCTOBER 31, 1986

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

BALANCE SHEET

AS AT OCTOBER 31, 1986

ASSETS

CURRENT

CASH

ACCOUNTS RECEIVABLE

PREPAIDS

INVENTORIES

DUE FROM CITY OF HAMILTON

\$

16,000

892,436

30,282

70,545

460,835

LIABILITIES AND RESERVES

CURRENT

ACCOUNTS PAYABLE AND ACCRUALS

ADVANCE TICKET SALES AND DEPOSITS

UNREDEEMED GIFT CERTIFICATES

TOTAL CURRENT LIABILITIES

\$

571,727

805,330

79,755

1,456,812

RESERVES

13,286

TOTAL ASSETS

\$ 1,470,098

TOTAL LIABILITIES AND RESERVES

\$ 1,470,098

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
A SUMMARIZED CONSOLIDATED OPERATING STATEMENT

	CONVENTION CENTRE		HAMILTON PLACE		CORPS COLISEUM		CORPORATE (COMMON TO THREE FACILITIES)		CONSOLIDATED			% of 1986 Annual Budget Spent or Achieved (12)
	The Ten Month Period Ended October 31, 1986		The Ten Month Period Ended October 31, 1986		The Ten Month Period Ended October 31, 1986		The Ten Month Period Ended October 31, 1986		The Ten Month Period Ended October 31, 1986		Annual Budget For 1986 (11)	
	Budget (1)	Actual (2)	Budget (3)	Actual (4)	Budget (5)	Actual (6)	Budget (7)	Actual (8)	Budget (9)	Actual (10)		
Revenue	\$ 1,505,315	1,891,683	1,127,280	1,355,600	1,474,970	1,169,755	449,964	471,278	4,557,529	4,888,316	\$ 5,688,340	85.9
Expenditures	1,765,745	2,005,836	1,565,680	1,721,626	1,358,566	1,090,271	1,978,610	1,510,108	6,668,601	6,327,841	8,120,910	77.9
Excess of Expenditures Over Revenue from Operations	260,430	114,153	438,400	366,026	(116,404)	(79,484)	1,528,646	1,038,830	2,111,072	1,439,525	2,432,570	59.2
Contribution from the City of Milton	260,430	260,430	438,400	438,400	(116,404)	(116,404)	1,528,646	1,528,646	2,111,072	2,111,072	2,432,570 (1)	86.8
Budgetary Surplus \$	NIL	146,277	NIL	72,374	NIL	(36,920)	NIL	489,816	NIL	671,547	\$ NIL	
ESS Budgetary Surplus SEPTEMBER 30		163,704		35,460		51,789		467,415		718,368		
Budgetary Surplus Increase/Decrease over Previous Month		(17,427)		36,914		(88,709)		22,401		(46,821)		

) Includes the 1985 surplus of \$278,000 carried forward to 1986.

) Includes the 1985 surplus of \$278,000 carried forward to 1986.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON CONVENTION CENTRE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Budgeted		Actual		Percentage of Total 1986 Annual Budget Spent or Achieved
	Operating Results For The Month of October 1986	Operating Results For The Ten Month Period Ended October 31, 1986	Operating Results For The Month of October 1986	Operating Results For The Ten Month Period Ended October 31, 1986	
	(1)	(2)	(3)	(4)	(6)
REVENUE:					
RENTALS AND LICENCE FEES	\$ 383,000	54,680	296,900	44,352	\$ 279,990
FOOD AND BEVERAGE	1,482,000	187,000	1,120,900	233,720	1,527,816
RECOVERIES	82,300	7,300	67,400	5,146	59,176
OTHER	25,800	5,250	20,115	2,520	24,701
	\$ 1,973,100	254,230	1,505,315	285,738	\$ 1,891,683
EXPENDITURES:					
ADMINISTRATION	\$ 298,740	25,568	247,839	23,076	\$ 219,478
MAINTENANCE	329,660	27,813	274,161	25,337	283,576
OPERATIONS	77,120	7,287	62,871	7,021	64,025
SECURITY	92,000	7,667	76,668	8,783	78,552
FOOD AND BEVERAGES - ADMINISTRATION AND CLIENT SERVICES	111,680	8,734	94,297	6,519	77,409
FOOD AND BEVERAGE - KITCHEN	593,540	65,620	459,764	91,122	618,052
FOOD AND BEVERAGE - BANQUET	695,820	78,562	550,145	105,264	660,114
MAGNAB ARMS RESTAURANT	-	-	-	3,064	4,630
	\$ 2,198,560	221,251	1,765,745	270,186	\$ 2,005,836
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	\$ 225,460	(32,979)	260,430	(15,552)	\$ 114,153
					50.6

NOTE: The revenue and expenditure detail on the above balances is provided on the following pages.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Budgeted		Actual		Percentage of Total 1986 Annual Budget Spent or Achieved
	Operating Results For The Month of October 1986	The Ten Month Period Ended October 31, 1986	Operating Results For The Month of October 1986	The Ten Month Period Ended October 31, 1986	
REVENUE:	(1)	(2)	(3)	(4)	(5)
RENTALS AND LICENCE FEES AND SHOW REVENUE - GREAT HALL	\$ 322,000	31,300	267,000	71,935 \$	222,288
RENTALS, LICENCE FEES AND SHOW REVENUE - STUDIO THEATRE	62,200	10,400	51,100	10,351	45,123
OTHER RENTALS	50,500	4,500	41,800	5,617	49,336
FOOD AND BEVERAGE	214,000	21,400	175,800	28,151	144,131
RECOVERIES	705,040	68,900	573,800	124,021	837,135
OTHER	31,800	5,780	17,780	4,516	57,587
	\$ 1,385,540	142,280	1,127,280	244,591 \$	1,355,600
EXPENDITURES:					
ADMINISTRATION	\$ 377,580	30,200	316,700	29,857 \$	302,108
MAINTENANCE	255,020	25,400	212,700	22,073	187,814
MEETING ROOMS	4,800	400	4,000	581	3,152
FRONT OF HOUSE	130,100	12,300	104,300	14,269	92,238
OPERATION - SPECIFIC					
SHOW EXPENSES	582,000	57,360	481,280	129,103	762,779
SECURITY	57,200	4,700	47,000	7,688	49,018
STAGE - PROPERTY	310,640	26,800	253,200	26,719	231,603
BEVERAGE AND CATERING	179,800	21,000	146,500	13,267	92,914
	\$ 1,897,140	178,160	1,565,680	243,557 \$	1,721,626
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	\$ 511,600	35,880	438,400	(1,034) \$	366,026

NOTE: The revenue and expenditure detail on the above balances is provided on the following pages.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
COPPS COLISEUM

SUMMARY OF REVENUE AND EXPENDITURES

Description	Budgeted		Actual		Percentage of Total 1986 Annual Budget Spent or Achieved (6)
	Operating Results For		Operating Results For		
	The Month of October 1986 (1)	The Ten Month Period Ended October 31, 1986 (2)	The Month of October 1986 (3)	The Ten Month Period Ended October 31, 1986 (4)	
REVENUE:					
RENTALS, LICENCE FEES AND SHOW REVENUES	\$ 891,500	138,250	737,000	66,998 \$	73.6
FOOD AND BEVERAGE CONCESSIONS	380,000	58,930	313,672	23,672	46.4
RECOVERIES	455,700	70,670	376,452	35,178	70.4
OTHER	60,000	7,626	47,846	1,924	27.8
	\$ 1,787,200	275,476	1,474,970	127,772 \$	65.5

EXPENDITURES:

ADMINISTRATION					
MAINTENANCE	\$ 320,580	27,110	267,078	6,546 \$	70.0
EVENT PLANNING/OPERATIONS	562,180	63,370	467,098	41,946	53.6
FIATSE PAYROLL	566,590	55,331	471,549	42,824	65.7
SECURITY	-	-	-	9,379	-
	184,460	25,526	152,841	11,647	81.1
	\$ 1,633,810	171,337	1,358,566	112,342 \$	66.7
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	\$ (153,390)	(104,139)	(116,404)	(15,430) \$	51.8

NOTE: The revenue and expenditure detail on the above balances is provided on the following pages.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CORPORATE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Budgeted		Actual		Percentage of Total 1986 Annual Budget Spent or Achieved
	Operating Results For The Month of October 1986 (1)	Operating Results For The Month of October 1986 (2)	Operating Results For The Month of October 1986 (3)	Operating Results For The Month of October 1986 (4)	
REVENUE					(5)
BOX OFFICE	\$ 350,000	37,600	290,500	39,162 \$	311,496
RECOVERIES	66,500	6,200	54,500	6,083	53,058
OTHER	126,000	10,741	104,964	15,734	106,724
					89.0
					79.8
					84.7
	\$ 542,500	54,541	449,964	60,979 \$	471,278
					86.9
EXPENDITURES					
ADMINISTRATION	\$ 679,690	56,015	559,910	60,779 \$	540,231
MARKETING	1,292,470	114,053	1,064,400	106,334	706,581
BOX OFFICE	419,240	41,600	354,300	28,592	263,296
					62.8
	\$ 2,391,400	211,668	1,978,610	195,705 \$	1,510,108
					63.1
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS					
	\$ 1,848,900	157,127	1,528,646	134,726 \$	1,038,830
					56.2

NOTE: The revenue and expenditure detail on the above balances is provided on the following pages

THE CENTRAL UTILITIES PLANT

UNAUDITED OPERATING RESULTS FOR THE TEN MONTH

PERIOD ENDED OCTOBER 31, 1986

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CENTRAL UTILITIES PLANT
SUMMARY OF EXPENDITURES

Description	Budgeted		Actual		Percentage of Total 1986 Annual Budget Spent or Achieved
	Operating Results For		Operating Results For		
	The Month of October 1986	The Ten Month Period Ended October 31, 1986	The Month of October 1986	The Ten Month Period Ended October 31, 1986	
(1)	(2)	(3)	(4)	(5)	(6)
EXPENDITURES:					
OPERATIONS	\$ 532,000	44,315	443,453	47,507	\$ 471,112
RECOVERY FROM USERS	(544,980)	(27,596)	(451,496)	(34,949)	(404,993)
MAINTENANCE	594,050	49,504	495,017	46,845	436,951
CITY HALL	225,760	18,226	193,904	14,307	206,036
HAMILTON CENTRAL LIBRARY	260,740	13,846	217,284	20,064	218,263
HAMILTON FARMERS MARKET	33,330	1,900	28,000	2,745	28,747
HAMILTON CONVENTION CENTRE	224,680	19,063	170,260	16,712	194,387
HAMILTON PLACE	253,110	14,358	197,832	16,468	219,228
COPPS COLISEUM	497,000	50,000	366,700	44,442	293,756
PEDESTRIAN ARCADE/OVERPASS	40,900	3,478	33,454	2,305	34,380
ONTARIO GOVERNMENT BUILDING	214,530	14,000	168,400	12,442	152,652
PARKING AUTHORITY - UNDERGROUND	96,300	5,050	81,450	5,118	64,531
ART GALLERY	118,110	6,200	95,500	6,469	83,541

EXPENDITURES TOTAL	\$ 2,545,530	212,344	2,039,758	200,475	\$ 1,998,591
MUNICIPAL CONTRIBUTION	\$ 2,545,530	212,344	2,039,758	212,344	\$ 2,039,758
BUDGET SURPLUS (DEFICIT)	\$ NIL	0	0	11,869	\$ 41,167

NOTE: The expenditures detail on the above balances is provided on the following pages.



Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule 'F' referred to
in Section 6 of the
Information Items of the
FIFTEENTH Regular
Report of the Audit/
Finance Committee

John A. Leuser, Director of Finance
and Administration

FROM _____ DATE November 28, 1986
Name & Title

FOR ACTION ☐ FOR INFORMATION ☒ File No. _____

TO: B O A R D ☐ (OR) _____ Audit/Finance
Committee ☒

SUBJECT:

Telephone/Mail Order Service Fees

COMMENTS:

As part of the 1987 budget review process, management conducted a financial review of our telephone order/mail room operation of the Box Office Department. A summary of the projected 1987 annual revenue (before an increase in rates) and direct expenditures are as follows:

Revenue:

Handling charges - Mail room	\$ 3,500	
Handling charges - Telephone	<u>67,500</u>	
		\$ 71,000

Direct Expenditures:

Wages - Telephone/Mail room	\$ 65,000	
Benefit costs	3,250	
Telephone costs	26,400	
Postage	5,000	
Operating costs	<u>4,000</u>	
		<u>\$103,650</u>

Loss on margin before any allocation of fixed costs, such as full-time salaries	<u>\$ 32,650</u>
--	------------------

This part of our operation should not be generating a loss.
Therefore, a review of our service fees was conducted.

Our present service fees are as follows:

- Telephone order service fee which includes
no charge for mailing out the tickets \$ 1.00 per ticket
- Mail order service fee on orders received
through the mail \$ 1.00 per order

In comparison, the rates being charged by BASS in the Toronto market for other facilities are as follows:

- Telephone order service fee for C.P.I.
promoted events \$ 3.50 per ticket
- Telephone order service fee for non-C.P.I.
promoted events \$ 2.50 per ticket

In addition, if an individual ordering tickets in Toronto requests that the tickets (ordered by phone) be mailed then there is an additional charge of \$5.00 for certified mail or \$7.50 for registered mail to send out the tickets.

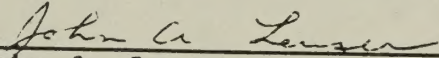
Clearly, management can afford to raise service fees while still offering the public in the Hamilton calling area a significantly reduced fee structure than that being charged in the Toronto calling area.

In order to achieve our financial requirements while still offering the public in Hamilton and the surrounding areas with low service fees, management is implementing the following fee structure, effective January 1, 1987:

- Telephone order service fee for
Hamilton calling area \$ 1.50 per ticket
- Telephone order service fee (BASS) for
Toronto calling area \$ 2.50 per ticket
- Mail charge for mailing out (first class)
tickets ordered by phone \$ 1.00 per order
- Mail order service fee on orders received
through the mail \$ 2.00 per order

Management is of the opinion that a \$1.00 mail handling charge per order for mailing out tickets ordered by phone is justified when considering the cost of both postage and labour. The public will be given the option of not having the tickets mailed. If they decide to pick up the tickets, then the \$1.00 mail handling fee will not be charged.

It should be noted that our charges are currently low in the industry. Our revised rates will still be below that charged in major market areas.



John A. Leuser, C.A.
Director of Finance
and Administration

Enclosed is one copy of the report of the investigation of the activities of the [redacted] and [redacted] in the [redacted] area. The report was prepared by the [redacted] and [redacted] and is dated [redacted]. It contains information regarding the [redacted] and [redacted] and is classified as [redacted]. It is being furnished to you for your information and for the information of the [redacted] and [redacted].

It should be noted that the [redacted] and [redacted] are currently [redacted] in the [redacted] and [redacted] areas. The [redacted] and [redacted] are currently [redacted] in the [redacted] and [redacted] areas.

- [redacted] and [redacted] are currently [redacted] in the [redacted] and [redacted] areas.
- [redacted] and [redacted] are currently [redacted] in the [redacted] and [redacted] areas.
- [redacted] and [redacted] are currently [redacted] in the [redacted] and [redacted] areas.

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The [redacted] and [redacted] are currently [redacted] in the [redacted] and [redacted] areas. The [redacted] and [redacted] are currently [redacted] in the [redacted] and [redacted] areas.

6.4.1 Audit & Finance Committee Minutes of
November 5, 7, and 21, 1986

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

AUDIT & FINANCE COMMITTEE

Wednesday, November 5, 1986
11:30 a.m.
Copps Coliseum Board Room

REGULAR SESSION

PRESENT: Mr. W. McFarland, Chairman
Dr. C. Bart, Vice-Chairman
Alderman B. Hinkley, Committee Member

ALSO PRESENT: Mr. B. K. Conacher, Managing Director/
Chief Executive Officer, HECFI
Mr. J. A. Leuser, Director of Finance
and Administration, HECFI
Mr. T. B. Burrows, Director of
Hamilton Place
Mr. F. Bogden, Director of Marketing
Mr. W. Penfold, Director of Hamilton
Convention Centre
Mr. J. Crane, Director of
Copps Coliseum
Joan Mills, Committee Secretary

REGRETS: Mr. S. Cino, Committee Member
Mr. D. Hector, Committee Member

1. Chairman's Remarks

The Chairman welcomed everyone present. The Secretary confirmed that the Committee Members had been duly notified and the meeting was called to order.

2. Minutes of Previous Meeting

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT THE SEPTEMBER 30, 1986 AND OCTOBER 6, 1986
REGULAR MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

3. Motion to Move In-Camera

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED.

There were no motions carried during the In-Camera Session.

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT THE IN-CAMERA SESSION BE ADJOURNED AND THE REGULAR SESSION BE RECONVENED.

MOTION CARRIED.

4. Unaudited Results for HECFI for the Nine Month Period Ended September 30, 1986

The Committee reviewed in detail the Director of Finance and Administration's report on the unaudited operating results of HECFI for the month of September, 1986 and the nine month period ended September 30, 1986. It was noted that HECFI's budgetary surpluses for the month and the nine month period were \$74,527 and \$718,368 respectively.

The detail comprising these figures was as follows:

	<u>Budgetary Surplus (Deficit)</u>	
	<u>For</u>	<u>For The</u>
	<u>The</u>	<u>Nine</u>
	<u>Month of</u>	<u>Month Period</u>
	<u>September</u>	<u>Ended</u>
	<u>1986</u>	<u>Sept. 30, 1986</u>
Hamilton Convention Centre	\$ 55,486	\$163,704
Hamilton Place	70,962	35,460
Copps Coliseum	(97,159)	51,789
Corporate	45,238	467,415
	<u>\$ 74,527</u>	<u>\$718,368</u>

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE CONSOLIDATED UNAUDITED RESULTS FOR HECFI FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1986 BE ACCEPTED AS CIRCULATED FOR SUBMISSION TO THE BOARD.

MOTION CARRIED.

5. Unaudited Operating Results for CUP for the
Nine Month Period Ended September 30, 1986

The Committee reviewed in detail the Director of Finance and Administration's report on the unaudited operating results of the Central Utilities Plant for the month of September and the nine month period ended September 30, 1986. It was noted that the CUP's budgetary surplus (deficit) for the month and nine month period were \$(22,746) and \$29,298, respectively.

It was

MOVED by Alderman Hinkley seconded by Dr. Bart

THAT THE UNAUDITED RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1986 BE ACCEPTED AS CIRCULATED FOR SUBMISSION TO THE BOARD.

MOTION CARRIED.

6. Status Report on the Compensation Study

That Committee received a verbal status report on the Compensation Study. The outline presented stated that the consultant, Mr. David Murray, met on Tuesday, November 4, 1986 with Mr. Brian K. Conacher, Managing Director/CEO to review the HECFI ladder ranking chart (with no dollars assigned). The Consultant subsequently met with Mr. Penfold relative to the Convention Centre ladder ranking. On Friday, November 7, 1986, Mr. Murray will meet with Messrs. Bogden, Crane, Burrows and Leuser to review their departments' ladder chart.

A tentatively scheduled meeting of the Audit/Finance Committee has been set for Monday, December 1, 1986 to review a draft of their report.

The Committee directed that the draft report be sent directly to each Audit/Finance Committee member, the Chairman of the Board and Mr. Brian K. Conacher in the interest of maintaining strict confidentiality of same.

The Committee further directed that management forward payment to the Consultants on their second invoice of \$7,752.45 and that any further invoices submitted for payment be remitted once final reports and recommendations are dealt with.

7. Status Report on the 1987 - 1991 Capital Budgets for HECFI and CUP

Mr. John A. Leuser, Director of Finance and Administration informed the Members that management, on Thursday, October 29, 1986, met with the City's Executive Committee to review the 1987 - 1991 Capital Budgets for HECFI and CUP. The presentation lasted approximately one hour and was well received by the Executive Committee.

8. Accounting Policy for Dry Goods Supplies

The Committee reviewed the recommendation from Mr. John A. Leuser, Director of Finance and Administration. It stated that the Convention Centre has consistently reflected its purchases of (non-food) dry goods supplies as an inventory item on its balance sheet. This practice differs from the accounting policy followed by Hamilton Place and Copps Coliseum which is to expense their purchases. Mr. Leuser pointed out that from an accounting and auditing viewpoint, HECFI should have a consistent accounting policy covering such purchases. The Convention Centre's dollar value for such inventory ranges monthly between \$18,000 and \$25,000. It covers such items as plastic cups, meeting room matches and pencils, beverage napkins, and kitchen operating and cleaning supplies.

The Committee agreed that this would be an acceptable accounting policy for the Convention Centre and administratively would result in savings in staff time.

Detailed inventory records for dry goods supplies would no longer be required for the auditors and monthly physical inventory counts would no longer be required.

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT HECFI ADOPT A POLICY OF EXPENSING DRY GOODS SUPPLIES AS THEY ARE PURCHASED.

MOTION CARRIED.

9. The Establishment of a HECFI Information Systems Steering Committee

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

(A) THAT AN INFORMATION SYSTEMS STEERING COMMITTEE BE ESTABLISHED FOR HECFI; AND

(B) THAT THE COMMITTEE'S TERMS OF REFERENCE BE AS OUTLINED AS FOLLOWS:

REPORTS TO: MANAGING DIRECTOR/CEO

MEMBERSHIP: DEPARTMENT HEADS APPOINTED BY THE MANAGING DIRECTOR/CEO

CHAIRPERSON: APPOINTED BY THE MANAGING DIRECTOR/CEO

CITY DIRECTOR
OF SYSTEMS

INVOLVEMENT: PROVIDE THE COMMITTEE WITH
TECHNICAL ADVICE AND
ASSISTANCE

DIRECTION
STATEMENT:

TO ADVISE AND RECOMMEND TO
THE MANAGING DIRECTOR/CEO ON
ALL MATTERS RELATED TO THE
DEVELOPMENT AND ADMINISTRATION
OF INFORMATION
SERVICES, INCLUDING DATA,
TEXT, VOICE AND IMAGE
PROCESSING.

FUNCTIONS:

- (1) RECOMMEND AND ADVISE ON
MATTERS RELATED TO THE
INFORMATION SYSTEMS
(I/S) DEVELOPMENT AND
TECHNOLOGY.
- (2) DETERMINE THE EXTENT OF
HECFI FINANCIAL
RESOURCES TO BE
ALLOCATED TO VARIOUS
USER DEPARTMENTS.
- (3) CO-ORDINATE I/S NEEDS
AND RESOURCES WITH THE
CITY, REGION AND
LIBRARY.
- (4) ESTABLISH AND MAINTAIN
COMMUNICATION LINKS
BETWEEN HECFI AND ALL
HAMILTON GOVERNMENT
GROUP USERS.
- (5) MONITOR RESULTS OF I/S
SERVICES RE BENEFITS,
ETC.
- (6) OTHER RELATED PROJECTS
AS ASSIGNED BY THE
MANAGING DIRECTOR/CEO.

NOTE: THE FORMATION OF AN INFORMATION SYSTEMS
STEERING COMMITTEE FOR HECFI WOULD BE CONSISTENT
WITH THAT ESTABLISHED FOR THE CITY, REGION AND
LIBRARY.

MOTION CARRIED.

10. Budget Re-allocation - CUP Operating Budget

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT \$25,000 BE TRANSFERRED FROM ACCOUNT NO. 0360-6023 (OPERATING SUPPLIES) TO ACCOUNT NO. 0360-6031 (REPAIRS AND MAINTENANCE EQUIPMENT) AS A BUDGET RE-ALLOCATION IN THE CUP OPERATING BUDGET.

NOTE: THE BUDGET RE-ALLOCATION IS WITHIN THE SAME ACTIVITY ACCOUNT.

MOTION CARRIED.

11. Preliminary 1987 Operating Budget for CUP

The Committee received the Preliminary 1987 Operating Budget for CUP as information and once management's budget review process is completed, the operating budget will be submitted in good final form to the Committees in November. It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT THE PRELIMINARY 1987 OPERATING BUDGET FOR CUP BE RECEIVED AS INFORMATION.

MOTION CARRIED.

12. Preliminary 1987 Operating Budget for HECFI

The Committee also received the Preliminary 1987 Operating Budget for HECFI as information with the understanding that once management's budget review process is completed, it will be submitted in final form. The Committee requested that management further reduce the municipal contribution. It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE PRELIMINARY 1987 OPERATING BUDGET FOR HECFI BE RECEIVED AS INFORMATION.

MOTION CARRIED.

13. HECFI Part-Time Employee Wage Rates Review

The Committee reviewed in detail management's report on proposed 1987 part-time employee wage rates for HECFI. It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT THE PROPOSED 1987 HECFI PART-TIME EMPLOYEE WAGE RATES (ATTACHED AS SCHEDULE "A") BE ACCEPTED AND APPROVED EFFECTIVE JANUARY 1, 1987.

MOTION CARRIED.

14. HECFI Employees' Party

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE HECFI BOARD OF DIRECTORS APPROVE THE EXPENDITURE OF \$1,500 TOWARDS A HECFI EMPLOYEE PARTY SCHEDULED FOR MONDAY, DECEMBER 22, 1986 AT THE ROYAL CONNAUGHT HOTEL.

MOTION CARRIED.

15. Hamilton Convention Centre - Request to Hire an Assistant Chief Steward

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT AN ASSISTANT CHIEF STEWARD BE HIRED IMMEDIATELY IN STEP 1 OF PAY GRADE 103, WHICH IS AN ANNUAL SALARY OF \$15,867.00, SUBJECT TO THE SALARY STUDY.

MOTION CARRIED.

16. Next Meeting

The Committee agreed to meet Friday, November 7, 1986 at 8:00 a.m. in order to address the balance of the items on the agenda. The next regular meeting of the Audit/Finance Committee is scheduled for Tuesday, December 2, 1986 at 12:00 noon in the Copps Coliseum Board Room.

17. Adjournment

The meeting adjourned at 1:55 p.m.

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT THE MEETING BE ADJOURNED.

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Mr. W. H. McFarland, Chairman

Mrs. Joan M. Mills, Secretary

1. The first of these is the fact that the
the first of these is the fact that the

2. The second of these is the fact that the
the second of these is the fact that the

3. The third of these is the fact that the
the third of these is the fact that the

4. The fourth of these is the fact that the
the fourth of these is the fact that the

5. The fifth of these is the fact that the
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6. The sixth of these is the fact that the
the sixth of these is the fact that the

7. The seventh of these is the fact that the
the seventh of these is the fact that the

8. The eighth of these is the fact that the
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H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT	PROPOSED	INCREASE		COMMENTS
		1986 HOURLY RATE	1987 HOURLY RATE	\$ AMOUNT	PERCENTAGE	
BOX OFFICE/TELEPHONE MAILROOM CLERKS:						
Starting Rate	14	\$5.171	\$5.50	\$0.329	6.40 %	
After 3 months	20	\$5.546	\$5.90	\$0.354	6.40 %	
After 1 year	21	\$5.942	\$6.30	\$0.358	6.00 %	
ADMINISTRATION						
CLERK:	2	\$8.340	\$8.55	\$0.210	2.50 %	

57						
=====						
TOTAL INCREASE TO 1987 CORPORATE OPERATING BUDGET						
(INCLUDING C.P.P. AND U.I.C.)						
				\$10,350.00	-	A TOTAL - 5.70 %
=====						

57
=====

H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT 1986 HOURLY RATE	PROPOSED 1987 HOURLY RATE	INCREASE		COMMENTS
				\$ AMOUNT	PERCENTAGE	
HAMILTON CONVENTION CENTRE:						
Assistant Head Cashier	1	\$5.988	\$6.500	\$0.613	10.20 %	
Senior Cashier	1	\$5.423	\$5.900	\$0.477	8.80 %	
Regular Cashier	1	\$5.141	\$5.600	\$0.459	8.90 %	
Cashier (Student)	10	\$5.141	\$5.250	\$0.109	2.10 %	
Coat Check (Student)	5	\$4.565	\$4.700	\$0.135	3.00 %	
Banquet Secretary	1	\$6.195	\$7.000	\$0.805	13.00 %	
Waitstaff Supervisor	4	\$4.565	\$5.050	\$0.485	10.60 %	(1)
Waitstaff (Day)	10	\$3.999	\$4.450	\$0.451	11.30 %	(1)
Waitstaff (Student)	136	\$3.999	\$4.100	\$0.101	2.50 %	(1)
Senior Porter	2	\$5.423	\$6.250	\$0.827	15.20 %	(2)
Porter (Day)	9	\$4.565	\$5.500	\$0.935	20.50 %	(2)
Porter (Student)	29	\$4.565	\$4.700	\$0.135	3.00 %	(2)
Steward (Senior)	2	\$5.423	\$6.250	\$0.827	15.20 %	
Steward (level 1)	4	\$4.565	\$5.500	\$0.935	20.50 %	
Steward (level 2)	8	\$4.565	\$4.700	\$0.135	3.00 %	
Kitchen Helpers (Senior)	3	\$5.423	\$5.900	\$0.477	8.80 %	
Kitchen Helpers	6	\$4.565	\$5.050	\$0.485	10.60 %	
Cook	1	-	\$7.000	-	New Category	
Info. Desk Supervisor	1	\$6.282	\$6.800	\$0.518	8.20 %	
Info. Desk Senior Clerk	1	\$5.423	\$5.900	\$0.477	8.80 %	
Info. Desk Clerk	2	\$5.423	\$5.550	\$0.127	2.30 %	
Bar Porter	1	\$4.565	\$5.500	\$0.935	20.50 %	
Maintenance Helper	1	\$7.610	\$8.150	\$0.540	7.10 %	
Storeman	1	\$4.565	\$6.000	\$1.435	31.40 %	

TOTAL INCREASE TO 1987 HAMILTON CONVENTION CENTRE
OPERATING BUDGET (INCLUDING C.P.P. AND U.I.C.)

\$62,000.00 - A TOTAL - 12.40 % INCREASE ON TOTAL WAGES
=====

- 1) Also entitled to gratuities of approximately \$4.00-\$4.50 per hour
- 2) Also entitled to gratuities of approximately \$.20 per hour

240 - 251
=====

H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES

Schedule "A"
Page 3 of 5

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT	PROPOSED	INCREASE		COMMENTS
		1986 HOURLY RATE	1987 HOURLY RATE	\$ AMOUNT	PERCENTAGE	
HAMILTON PLACE THEATRE:						
MAINTENANCE:						
Starting rate	-	\$9.560	\$10.196	\$0.636	6.70 %	
After 3 months	1	\$10.196	\$10.710	\$0.514	5.00 %	
SECURITY:						
Starting rate	-	\$5.888	\$6.256	\$0.367	6.20 %	
After 3 months	3	\$6.255	\$6.570	\$0.315	5.00 %	
FRONT OF HOUSE:						
Under 18 years -						
starting rate	-	\$3.951	4.247	\$0.296	7.50 %	
after 3 months	-	\$4.681	4.681	-	-	
Over 18 years -						
starting rate	-	\$4.681	\$4.681	-	-	
after 3 months	22	\$4.681	\$5.030	\$0.349	7.50 %	
DOOR SUPERVISOR:						
Starting rate	-	\$5.046	\$5.298	\$0.252	5.00 %	
After 3 months	-	\$5.473	\$5.747	\$0.274	5.00 %	
After 1 year	1	\$5.932	\$6.250	\$0.318	5.40 %	

H.E.C.F.I. PART-TIME EMPLOYEE WAGE RATES

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT 1986 HOURLY RATE	PROPOSED 1987 HOURLY RATE	INCREASE		COMMENTS
				\$ AMOUNT	PERCENTAGE	

HAMILTON PLACE						
THEATRE: Continued						

USHERETTE SUPERVISOR:						
Starting rate	-	\$5.880	\$5.880	-	N/A	(- The 1986 rate structure is being
After 3 months	-	\$6.255	\$6.256	-	N/A	(replaced by a Supervisor I
After 1 year	-	\$6.808	\$6.808	-	N/A	(and II rate.
Supervisor I	1	\$6.808	\$7.320	\$0.512	7.50 %	(
Supervisor II	1	\$6.808	\$7.150	\$0.342	5.00 %	(
BARS:						
Starting rate	-	\$4.681	\$5.030	\$0.349	7.50 %	
After 3 months	2 - 10	\$5.046	\$5.400	\$0.354	7.00 %	
SUPERVISORS:						
Starting rate		\$5.880	\$5.880	-	-	%
After 3 months		\$6.255	\$6.570	\$0.315	5.00 %	
After 1 year	1	\$6.808	\$7.150	\$0.342	5.00 %	

13	-	40				
=====						
TOTAL INCREASE TO 1987 HAMILTON PLACE OPERATING BUDGET				6.00 % INCREASE ON TOTAL WAGES		
(INCLUDING C.P.P. AND U.I.C.)				A TOTAL -		

13 - 40
=====

FACILITY/ POSITION	NUMBER OF EMPLOYEES	CURRENT 1986 HOURLY RATE	PROPOSED 1987 HOURLY RATE	INCREASE		COMMENTS
				\$ AMOUNT	PERCENTAGE	
COPPS COLISEUM:						
USHERS/USHERETTES	30 - 104					
WASHROOM ATTENDENTS						
TICKET TAKERS, DOORMEN						
IN-HOUSE SECURITY:	1 - 18					
Starting Rate		\$5.000	\$5.120	\$0.120	2.40 %	(- A three rate structure is
After 3 months		\$5.000	\$5.380	\$0.380	7.60 %	(being proposed with all Copps
After 1 year		\$5.000	\$5.630	\$0.630	12.6 %	(Coliseum staff commencing at the
						(starting rate on January 1, 1987.
DOOR CAPTAIN:	1					
Starting rate		\$5.500	\$5.630	\$0.130	2.40 %	(- A three rate structure is
After 3 months		\$5.500	\$5.890	\$0.390	7.10 %	(being proposed with all Copps
After 1 year		\$5.500	\$6.150	\$0.650	11.80 %	(Coliseum staff commencing at the
						(starting rate on January 1, 1987.
HEAD USHER/USHERETTE	1	\$10.000	\$10.250	\$0.250	2.50 %	
MAINT. ATTENDANT	2 - 12					
Starting rate		\$5.000	\$5.630	\$0.630	12.60 %	(- A three rate structure is
After 3 months		\$5.000	\$6.150	\$1.150	23.00 %	(being proposed with all Copps
After 1 year		\$5.000	\$6.660	\$1.660	33.20 %	(Coliseum staff commencing at the
						(starting rate on January 1, 1987.
MEDICAL ATTENDANTS	1 - 2	\$8.000	\$8.200	\$0.200	2.50 %	
T-SHIRT SECURITY	1 - 10	\$8.000	\$8.200	\$0.200	2.50 %	
37 - 148						

TOTAL INCREASE TO 1987 COPPS COLISEUM OPERATING BUDGET
 (INCLUDING C.P.P. AND U.I.C.)
 \$22,500.00 - A TOTAL - 9.40 % INCREASE ON TOTAL WAGES
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Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

Page 1

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

AUDIT & FINANCE COMMITTEE

Friday, November 7, 1986
8:00 a.m.

Copps Coliseum Board Room

REGULAR SESSION

PRESENT: Mr. W. McFarland, Chairman
Dr. C. Bart, Vice-Chairman
Alderman B. Hinkley, Committee Member

ALSO PRESENT: Mr. B. K. Conacher, Managing Director/
Chief Executive Officer, HECFI
Mr. J. A. Leuser, Director of Finance
and Administration, HECFI
Mr. T. B. Burrows, Director of
Hamilton Place
Mr. F. Bogden, Director of Marketing
Mr. S. Dockman, Hamilton
Convention Centre
Mr. J. Crane, Director of
Copps Coliseum
Joan Mills, Committee Secretary

REGRETS: Mr. S. Cino, Committee Member
Mr. D. Hector, Committee Member

1. Chairman's Remarks

The Chairman welcomed everyone present and the meeting was called to order.

2. Requests for Funding from
Special Events Subsidy Fund

2.1 1987 Hamilton Spectator Indoor Games

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE 1987 HAMILTON SPECTATOR INDOOR GAMES BE DESIGNATED AS A "SPECIAL EVENT" AND BE PERMITTED TO LICENCE THE USE OF COPPS COLISEUM FOR THE EVENT ON FEBRUARY 13, 1987 UNDER THE FOLLOWING TERMS AND CONDITIONS:

-- BASIC BUILDING FEE WAIVED FOR THE MOVE-IN DAY (FEBRUARY 12, 1987);

-- A FLAT BASIC BUILDING FEE OF \$6,000. FOR THE EVENT DAY (FEBRUARY 13, 1987);

-- A TICKET SELLING COMMISSION OF \$300. OR 3% OF THE GROSS TICKET REVENUES (LESS ANY APPLICABLE ADMISSION SALES TAXES) WHICHEVER IS GREATER;

FURTHER, IF AND WHERE APPLICABLE, A CREDIT CARD SERVICE CHARGE OF 3% OF THE SALE OF TICKETS BY CREDIT CARD;

-- ALL EVENT STAFF AND EVENT SHEET CHARGES AT ACTUAL COST;

-- DEPOSIT WAIVED;

-- THE ABOVE TERMS AND CONDITIONS ARE TO BE INCLUDED AS PART OF THE COPPS COLISEUM STANDARD LICENCE AGREEMENT FOR THIS EVENT.

MOTION CARRIED.

2.2 Hamilton Area Challenge Square Dancers -
Hamilton Convention Centre

The Committee expressed concern relative to the use of the Special Events Subsidy Fund by organizations and agreed that application forms should be completed by such organizations requesting funding and it was

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT MANAGEMENT DEVELOP AN APPROPRIATE APPLICATION FORM THAT WOULD BE COMPLETED BY ORGANIZATIONS REQUESTING FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND.

MOTION CARRIED.

The Committee felt that this item should be referred back to management for further documentation and to establish whether a commitment had been made on this application. It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE REQUEST FOR FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND RELATIVE TO THE HAMILTON AREA CHALLENGE SQUARE DANCERS - HAMILTON CONVENTION CENTRE, BE REFERRED BACK TO MANAGEMENT FOR FURTHER DOCUMENTATION AND TO ESTABLISH WHETHER A COMMITMENT HAS BEEN MADE REGARDING SAME.

MOTION CARRIED.

- 2.3 The Association of Central Canada Broadcast Engineers, Technologists and Technicians - Hamilton Convention Centre

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE REQUEST FOR FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND RELATIVE TO THE ASSOCIATION OF CENTRAL CANADA BROADCAST ENGINEERS, TECHNOLOGISTS AND TECHNICIANS - HAMILTON CONVENTION CENTRE, BE REFERRED BACK TO MANAGEMENT FOR FURTHER DOCUMENTATION AND TO ESTABLISH WHETHER A COMMITMENT HAS BEEN MADE REGARDING SAME.

MOTION CARRIED.

- 2.4 Ontario Association of the Homes for the Aged Conference

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE REQUEST FOR FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND RELATIVE TO THE ONTARIO ASSOCIATION OF THE HOMES FOR THE AGED CONFERENCE BE REFERRED BACK TO MANAGEMENT FOR FURTHER DOCUMENTATION AND TO ESTABLISH WHETHER A COMMITMENT HAS BEEN MADE REGARDING SAME.

MOTION CARRIED.

2.5 Progressive Conservative Party of Ontario
Convention - Hamilton Place

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT THE LICENCE FEE CONSIDERATION OF \$795.00 FOR USE OF HAMILTON PLACE ON SEPTEMBER 20, 1986 BY THE PROGRESSIVE CONSERVATIVE PARTY OF ONTARIO CONVENTION BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND.

MOTION CARRIED.

2.6 Progressive Conservative Party of Ontario
Convention - Hamilton Convention Centre

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT FACILITY CHARGES IN THE AMOUNT OF \$19,451.00 FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE PROGRESSIVE CONSERVATIVE PARTY OF ONTARIO IN RESPECT OF THEIR CONVENTION ON SEPTEMBER 18 - 21, 1986 BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND.

NOTE: THIS EVENT ATTRACTED 1,400 DELEGATES TO THE CITY OF HAMILTON. IT IS ESTIMATED THAT ACCOMMODATION SPENDING AND INCREMENTAL REVENUE SPIN-OFF BENEFITS TO THE COMMUNITY WERE \$586,963.00. THIS EVENT ATTRACTED OPTIMUM MEDIA COVERAGE AND EXPOSURE BENEFITS FOR THE HAMILTON CONVENTION CENTRE AND HAMILTON PLACE AND THE CITY OF HAMILTON.

IT SHOULD ALSO BE NOTED THAT THIS ORGANIZATION WAS BILLED \$54,488.89 BY THE HAMILTON CONVENTION CENTRE FOR FOOD, BEVERAGE AND OTHER SERVICES.

MOTION CARRIED.

2.7 Pollution Control Association of Ontario

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE REQUEST FOR FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND RELATIVE TO THE POLLUTION CONTROL ASSOCIATION OF ONTARIO BE REFERRED BACK TO MANAGEMENT FOR FURTHER DOCUMENTATION AND TO ESTABLISH WHETHER A COMMITMENT HAS BEEN MADE REGARDING SAME.

MOTION CARRIED.

3. Hamilton Place Committee

3.1 Listing of Hamilton Place's Capital Projects to be financed from the Capital Improvement Surcharge Fund

The Committee reviewed the information report which listed Hamilton Place's Capital Projects to be financed from the Capital Improvement Surcharge Fund. The Capital Projects included a Marquee, the Double Glazing of Windows, Open Piano Nobile on to Plaza and the Great Hall Stage Curtains and Scrim. It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE INFORMATION REPORT LISTING HAMILTON PLACE'S CAPITAL PROJECTS TO BE FINANCED FROM THE CAPITAL IMPROVEMENT SURCHARGE FUND BE RECEIVED AS INFORMATION.

MOTION CARRIED.

3.2 Awarding of Contract - Personnel Hoist

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE CONTRACT FOR THE PURCHASE OF A PERSONNEL HOIST BE AWARDED TO CAPITAL EQUIPMENT INC., HAMILTON, ONTARIO, IN THE AMOUNT OF \$28,452.00 AND

THAT THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND BE DESIGNATED AS THE SOURCE OF FUNDS.

MOTION CARRIED.

3.3 Ontario Retail Sales Tax

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

THAT THE HECFI BOARD OF DIRECTORS CONSIDER MAKING REPRESENTATION TO THE LEGISLATIVE COMMITTEE CONSIDERING THE AMENDMENT TO BILL 26, RELATIVE TO THE ONTARIO RETAIL SALES TAX ACT AT QUEEN'S PARK ON NOVEMBER 20, 1986, PRIOR TO THIRD READING OF THE BILL.

MOTION CARRIED.

4. Hamilton Convention Centre Committee

4.1 Approval of Overdrafts to Operating Expenditure Accounts

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT OVERDRAFTS TALLING APPROXIMATELY \$13,000 BE AUTHORIZED IN RESPECT OF THE EXPENDITURE REPLACEMENT ACCOUNTS OF THE HAMILTON CONVENTION CENTRE FOR CHINA, GLASSWARE AND SILVER.

MOTION CARRIED.

The Committee noted that due to the significant increase in business activity at the Hamilton Convention Centre (H.C.C.) in 1986, H.C.C.'s current level of inventories of China, Glassware and Silver are not sufficient to service its current needs.

5. Copps Coliseum Committee

5.1 Approval to Proceed with Capital Project -
Green Room (Hospitality Suite) for
Copps Coliseum

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

(A) THAT THE CAPITAL PROJECT, GREEN ROOM
(HOSPITALITY SUITE) FOR COPPS COLISEUM, IN THE
AMOUNT OF \$50,000 BE PROCEEDED WITH AS
PROVIDED FOR IN THE 1986 TOTAL PORTION OF THE
1986 - 1990 CAPITAL BUDGET FOR COPPS COLISEUM;
AND

(B) THAT THE CITY'S EXECUTIVE COMMITTEE BE
REQUESTED TO RECOMMEND THE METHOD OF
FINANCING.

MOTION CARRIED.

5.2 Improvements to Arena Lighting System -
Awarding of Contract

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

(A) THAT THE TENDER SUBMITTED BY GUILD ELECTRIC
LIMITED, WILLOWDALE, ONTARIO, IN THE TOTAL
AMOUNT OF \$59,000 FOR IMPROVEMENTS TO THE
ARENA LIGHTING SYSTEM AT COPPS COLISEUM BE
ACCEPTED; AND

(B) THAT THE PURCHASE BE FINANCED FROM THE
FOLLOWING ACCOUNTS TO THE EXTENT INDICATED:

<u>ACCOUNT</u> <u>NUMBER</u>	<u>DESCRIPTION</u>	<u>AMOUNT</u>
0408-U32773	IMPROVEMENTS TO ARENA LIGHTING	\$45,500
0360-0145	ENERGY MANAGEMENT/ IMPROVEMENTS	\$ 8,000

8360-1034 REPAIRS AND
 MAINTENANCE LIGHTING \$ 5,500

MOTION CARRIED.

The Committee noted that this was the lowest of three (3) tenders received. The particular method of financing was recommended since the tender was well in excess of \$45,500.00 remaining in the budget appropriation which was initially established at \$50,000.00.

5.3 Awarding of Contract - Sound Reinforcement
System Upgrades

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

- (A) THAT THE TENDER SUBMITTED BY J. L. SOUND SYSTEMS, HAMILTON, ONTARIO, IN THE TOTAL AMOUNT OF \$33,779.90 FOR SOUND REINFORCEMENT SYSTEM UPGRADES AT COPPS COLISEUM BE ACCEPTED;
- (B) THAT A BUDGET TRANSFER OF \$10,550 BE AUTHORIZED FROM WORK-IN-PROGRESS EXPENDITURE ACCOUNT NUMBER 0408-U32754 (ELECTRONIC ORGAN) TO WORK-IN-PROGRESS EXPENDITURE ACCOUNT NUMBER 0408-U32772 (IMPROVEMENTS TO HOUSE SOUND SYSTEM); AND
- (C) THAT THE PURCHASE BE FINANCED FROM THE FOLLOWING ACCOUNTS TO THE EXTENT INDICATED:

<u>ACCOUNT</u> <u>NUMBER</u>	<u>DESCRIPTION</u>	<u>AMOUNT</u>
0408-U32773	IMPROVEMENTS TO HOUSE SOUND SYSTEM	\$31,850.00
8360-1041	REPAIRS AND MAINTENANCE PUBLIC ADDRESS SYSTEM	\$ 1,929.90
		<u>\$33,779.90</u>

MOTION CARRIED.

The Committee noted that this was the lowest of three (3) tenders received. A budget transfer is being recommended and also \$1,929.90 in funding from the operating budget since the tender amount is well in excess of the \$21,300.00 remaining in the budget appropriation account which was previously established at \$25,000.

5.4 Awarding of Contract - Humidification System
for Hamilton Place

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

- (A) THAT THE TENDER SUBMITTED BY BEAVER ENGINEERING LTD. IN THE TOTAL AMOUNT OF \$28,990.00 FOR MECHANICAL WORK NECESSARY TO SUPPLY AND INSTALL A HUMIDIFICATION SYSTEM FOR FAN SYSTEMS IN HAMILTON PLACE BE ACCEPTED;
- (B) THAT THE PURCHASE BE FINANCED FROM WORK-IN-PROGRESS APPROPRIATION ACCOUNT NUMBER 0408-K32600; AND
- (C) THAT THE APPROPRIATION ACCOUNT DESCRIPTION BE REVISED TO INCLUDE THE HUMIDIFICATION SYSTEM.

MOTION CARRIED.

The Committee noted that this was the lowest of five (5) tenders received. It is appropriate to revise the account description to include the humidification system since the heating system being revised is not only for generating hot water, but also heat.

6. Next Meeting

The special Audit/Finance Committee meeting dealing with the 1987 operating budgets for HECFI and CUP is scheduled for Friday, November 21, 1986 at 2:30 p.m.

The special Audit/Finance Committee meeting dealing with the compensation study is scheduled for Monday, December 1, 1986 at 12:00 noon.

The regular Audit/Finance Committee meeting will take place during the first week in December, date and time to be arranged.

7. Adjournment

The meeting adjourned at 9:15 a.m.

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

THAT THE MEETING BE ADJOURNED.

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Mr. W. H. McFarland, Chairman

Mrs. Joan M. Mills, Secretary

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

AUDIT & FINANCE COMMITTEE

Friday, November 21, 1986

2:30 p.m.

Copps Coliseum Board Room

REGULAR SESSION

PRESENT: Mr. W. McFarland, Chairman
Dr. C. Bart, Vice-Chairman
Alderman B. Hinkley, Committee Member
Mr. D. Hector, Committee Member

ALSO PRESENT: Mr. B. K. Conacher, Managing Director/
Chief Executive Officer, HECFI
Mr. J. A. Leuser, Director of Finance
and Administration, HECFI
Mr. T. B. Burrows, Director of
Hamilton Place
Mr. F. Bogden, Director of Marketing
Mr. W. Penfold, Director of Hamilton
Convention Centre
Mr. J. Crane, Director of
Copps Coliseum
Joan Mills, Committee Secretary

REGRETS: Mr. S. Cino, Committee Member

1. Chairman's Remarks

The Chairman welcomed everyone present and the meeting was called to order. The meeting commenced at 2:45 p.m.

2. Motion to Move In-Camera

MOVED by Alderman Hinkley, seconded by Dr. Bart
THAT THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motions were carried during the In-Camera Session:

1. THAT THERE BE A NOTE TO THE HECFI 1987 OPERATING BUDGET INDICATING THAT NO PROVISION HAS BEEN INCLUDED FOR FUTURE LOSSES ARISING FROM THE CONSTRUCTION DEFECT IN THE ARENA FLOOR.
2. (A) THAT STAFF PREPARE A REPORT FOR THE COPPS COLISEUM COMMITTEE ADDRESSING HOW THEY PROPOSE TO MINIMIZE OPERATING COSTS, INCLUDING FULL-TIME SALARY AND WAGE COSTS DURING THE RINK SHUT-DOWN;
(B) THAT STAFF, IN THEIR REPORT, CONSIDER THE FOLLOWING:
 - (I) SCHEDULING EMPLOYEES' VACATIONS DURING THE SHUT-DOWN PERIOD;
 - (II) MAXIMIZING STAFF UTILIZATION ON PRODUCTIVE WORK DURING THIS PERIOD; AND
 - (III) THE POSSIBILITY OF LAY-OFFS; AND(C) THAT THE COPPS COLISEUM COMMITTEE REPORT BACK TO THE AUDIT/FINANCE COMMITTEE ON ITS FINDINGS IN RESPECT OF (A) AND (B) ABOVE.
3. (A) THAT MANAGEMENT UNDERTAKE TO DOCUMENT AND QUANTIFY THE ESTIMATED LOSS OF REVENUE TO COPPS COLISEUM FROM THE RINK SLAB REPLACEMENT; AND

- (B) THAT MANAGEMENT REQUEST, IN THE FORM OF DOCUMENTATION, LETTERS FROM ORGANIZATIONS AND PROMOTERS WHO WOULD OTHERWISE LICENCE THE USE OF COPPS COLISEUM DURING THE SHUT-DOWN PERIOD.

MOTION CARRIED.

3. 1987 Operating Budget for HECFI

The Director of Finance and Administration reviewed for the Committee in detail the 1987 operating budget for HECFI which indicated an increase in the actual funding requirement over that approved for 1986 of \$34,680 or 1.4%. He advised the Committee that HECFI's level of expenditures had been budgeted realistically in relation to the revenue budget. However, he expressed concern about HECFI's exposure in respect of:

- (i) any losses arising from the construction defect which has not been either provided for in the budget or reserved for out of HECFI's 1986 operating surplus; and
- (ii) the high level of revenue budgeted for the MacNab Arms restaurant which may be unrealistic. He also indicated that if there are any further delays in opening the restaurant, that there will be additional start-up costs and a reduced number of revenue generating months in 1987.

After some discussion, it was

MOVED by Alderman Hinkley, seconded by Dr. Bart

- (A) THAT MANAGEMENT REDUCE THE HECFI 1987 OPERATING BUDGET BY \$34,680 SUCH THAT HECFI HAS A ZERO INCREASE IN ITS TOTAL FUNDING REQUIREMENT FOR 1987 OVER THAT APPROVED FOR 1986;

(B) THAT A PORTION OF HAMILTON PLACE'S 1986 OPERATING SURPLUS BE UTILIZED TO REPLENISH ITS RESERVE ACCOUNT FOR INNOVATIVE PROGRAMMING UP TO A MAXIMUM POSITION OF \$75,000 AT DECEMBER 31, 1986; AND

(C) THAT THE HECFI BOARD OF DIRECTORS RECOMMEND TO THE CITY'S EXECUTIVE COMMITTEE THAT NO PORTION OF HECFI'S UNEXPENDED MUNICIPAL CONTRIBUTION FOR 1986 BE CARRIED FORWARD TO 1987.

MOTION CARRIED.

4. Operating Budget for CUP

The Director of Finance and Administration reviewed for the Committee the 1987 operating budget for C.U.P. It was

MOVED by Mr. Hector, seconded by Alderman Hinkley

THAT THE 1987 OPERATING BUDGET FOR C.U.P. BE APPROVED, PRIOR TO ITS SUBMISSION TO THE CITY'S EXECUTIVE COMMITTEE.

NOTE: THE REQUESTED 1987 MUNICIPAL CONTRIBUTION REPRESENTS A REDUCTION OF \$57,900 OR 2.3% OVER THAT APPROVED FOR 1986.

MOTION CARRIED.

5. Accounting Policies on Unredeemed Gift
Certificates and Ticket Sales on Cancelled Shows

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley

(A) THAT HECFI ADOPT A POLICY OF TAKING UNREDEEMED GIFT CERTIFICATES INTO INCOME IN THE THIRD YEAR FOLLOWING THE YEAR WHICH THEY ARE SOLD.

NOTE: THIS POLICY IS CONSISTENT WITH THAT FOLLOWED BY THE O'KEEFE CENTRE AND HAMILTON PLACE IN PRIOR YEARS.

- (B) THAT HECFI ADOPT A POLICY OF TAKING UNREDEEMED TICKETS FOR CANCELLED SHOWS INTO INCOME IN THE FIRST YEAR FOLLOWING THE YEAR OF THE SHOW.

NOTE: THERE IS NO REQUIREMENT FOR A MORE CONSERVATIVE POLICY ON THIS MATTER. THE PROBABILITY AND DOLLAR AMOUNT OF REFUNDS ON CANCELLED SHOWS OVER A YEAR OLD IS MINIMAL.

MOTION CARRIED.

6. Awarding of Tender for Furniture Requirements -
HECFI Marketing Department

It was

MOVED by Alderman Hinkley, seconded by Dr. Bart

- (A) THAT THE TENDER FOR THE FURNITURE REQUIREMENTS OF THE MARKETING DEPARTMENT BE AWARDED TO INTEFAC/FURNISHING FOR BUSINESS, MISSISSAUGA, ONTARIO, IN THE AMOUNT OF \$14,921.09 INCLUDING TAXES AND DELIVERY; AND

- (B) THAT THIS PURCHASE BE CHARGED TO WORK IN PROGRESS EXPENDITURE ACCOUNT NO. 0408-U32732.

NOTE: THIS IS THE LOWEST OF 7 BIDS RECEIVED. THIS FURNITURE IS REQUIRED IN ORDER TO EQUIP THE MARKETING DEPARTMENT SINCE ITS RE-LOCATION TO HAMILTON PLACE.

MOTION CARRIED.

7. Adjournment

The meeting adjourned at 5:00 p.m.

It was

MOVED by Dr. Bart, seconded by Alderman Hinkley
THAT THE MEETING BE ADJOURNED.

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Mr. W. H. McFarland, Chairman

Mrs. Joan M. Mills, Secretary

7.2 Animated Film Festival :
Subsidy Fund Request



HAMILTON PLACE

MEMORANDUM

FROM: Hamilton Place Committee

DATE: December 8, 1986

FOR INFORMATION: XX

FOR ACTION: XX

TO: Board of Directors,
Hamilton Entertainment and Convention Facilities Inc.

SUBJECT: Canadian International Animated Film Festival -
Deposition of outstanding account in the amount of \$19,000
Due Hamilton Place for Stage Labour and Equipment Rental

RECOMMENDATION:

That the HECFI Board approve payment of \$19,000 to the Hamilton Place 1986 Operations Budget from the Special Events Subsidy Fund and recommend this action for approval by the City Executive Committee.

BACKGROUND:

The following documents are attached for the Directors' information:

1. Memorandum of October 30, 1986 to the Executive Committee requesting confirmation of prior Board approval for payment of space rental (\$21,000) from the Special Events Subsidy Fund - approved by the Executive Committee - and a request that the Executive Committee determine the source of funds for the outstanding balance due Hamilton Place (\$19,000).
2. Settlement Sheet detailing revenue and expenditures for the Film Festival.
3. Report of the Audit/Finance Committee requesting that the balance of the City pledge (\$50,000) not be paid to the Festival.
4. Recommendation of the Hamilton Place Committee to Audit and Finance.
5. Hamilton Place Committee minutes
6. Recommendation to the HECFI Board that \$21,000 for space rental and front of house staff be approved for payment from Special Event Subsidy Fund, April 25, 1986.

. 2

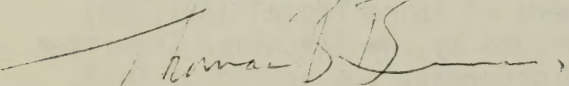
December 8, 1986

7. Letter from Mayor Morrow to Festival Chairman, Frederick Manter, dated March 21, 1986.
- The Board's approval, May 9, 1986, to recover the Hamilton Place cost for space and front of house staff from the Special Events Subsidy Fund was based in part on the City's commitment to the Festival as stated in the Mayor's letter of March 21, 1986.
 - No additional amount was thought necessary at that time. Expenses that are paid on behalf of a client are recovered from Box Office sales held by Hamilton Place.
 - The Festival's fund-raising and administrative problems were not known until late August - early September, 1986.
 - Mr. Burrows, Mr. Conacher and Mr. Sage attended a CIAF Board Meeting on September 19th to review their revised and greatly reduced budget. Mr. Burrows requested that the balance (\$19,000) of the \$50,000 City of Hamilton pledge carried in the CIAF Revenue Budget as a receivable not be paid - but held for anticipated Hamilton Place expenses.

CURRENT STATUS

- The HECFI request, dated October 30, 1986, that the Executive Committee determine the source of funds for the outstanding \$19,000 was tabled following discussion pending the Mayor's return.
- The Executive Committee, at its meeting of December 4, 1986, referred the matter back to the HECFI Board.

Respectfully submitted,



Thomas B. Burrows,
Director



Hamilton
Entertainment
and Convention
Facilities Inc.

FROM: Pat Bennett, Secretary, HECFI Board DATE: October 30, 1986

☒ FOR INFORMATION

TO: Mr. J. J. Schatz, Secretary
EXECUTIVE COMMITTEE

☒ FOR ACTION

SUBJECT: SPECIAL EVENTS SUBSIDY FUND

RECOMMENDATION:

1. That the Hamilton Convention Centre Room Rental Charge in the amount of \$24,945.00. for the N.D.P. Convention held June 18th to 22nd be subsidized by the Special Events Subsidy Fund.

Note: The HECFI Board of Directors approved the waiver of the N.D.P. room rental at its meeting of January 17, 1986, however, the exact dollar amount was unknown at that time. Background documentation from the Director of Marketing is enclosed.

2. That the Hamilton Place Operating Budget be credited with the amount of \$21,000. from the Special Events Subsidy Fund to recover the rental for the Canadian International Animation Festival Inc.; and

That the Executive Committee determine the funding source for the \$19,000. balance of the City's Pledge of \$50,000. in 1986 to the Canadian International Animated Film Festival and that the Hamilton Place Operating Budget be credited.

Note: The HECFI Board of Directors approved the crediting of the Hamilton Place Operating Budget with \$21,000. from the Special Events Subsidy Fund to recover the rental for the Canadian International Animation Festival Inc. September 29 - October 4, 1986 at its meeting May 9, 1986. As documented in the background information provided by the Director of Hamilton

Place Theatre, the \$19,000. is required to cover \$10,000. in estimated stage labour (IATSE) costs and \$9,000. in equipment rentals; the HECFI Board agreed to hold the balance (\$19,000.) in escrow for Hamilton Place expenses until the funding source is determined.

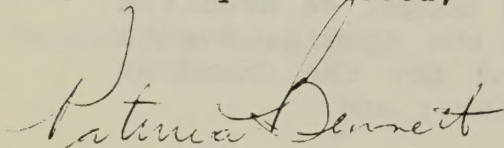
3. That the request of the Parks and Recreation Committee to use the Special Event Subsidy Fund relative to WINTERFEST 1987 be denied and the Executive Committee consider an alternate source of funding this request.

Note: The HECFI Board of Directors passed the foregoing motion following review by the Copps Coliseum Committee and the Board.

BACKGROUND:

The foregoing recommendations are consistent with Section 16 (a) of the Fifteenth Report of the Executive Committee "That the granting or rejection of all applications for financial assistance or subsidization from the HECFI Special Events Subsidy Fund be subject to the approval of the Executive Committee."

Respectfully submitted,



Patricia Bennett
Secretary to the Board



HAMILTON PLACE

P.O. Box 2080 Station A
Hamilton, Ontario, Canada L8N 3Y7
Telephone 416 525-3100

Attachment #1

SETTLEMENT SHEET

ATTRACTION: CANADIAN INTERNATIONAL ANIMATED
FILM FESTIVAL

DATES: SEPT. 29 - OCT. 4, 198

PROMOTER/AGENCY: CANADIAN INTERNATIONAL ANIMATED
FILM FESTIVAL, INC.
TERMS

Gross Receipts as per Box Office Statement \$ 12,435.00

House Share ADVANCE TO PROMOTER \$ 4,000.00

Company Share \$ 8,435.00

Less: Talent \$
Theatre Rental as per contract \$ 21,000.00
Stage Labour as per Time Sheet \$ 13,376.82
Advertising as per Tear Sheet \$ 340.00
Box Office Fee including Tickets \$ 621.75
Piano Rental \$
Piano Tuning \$
Musicians \$
C.A.P.A.C. License Fee \$
P.R.O. License Fee \$
Credit Card Service Fee \$ 36.69
Company Managers Advance \$
Carbons \$
Cinemoids \$
Catering \$ 165.64
Security \$
Crew Food \$
Musical Instrument Rental \$
Federal Withholding Tax 15% \$
Miscellaneous Other:
A. EQUIPMENT RENTAL \$ 8,194.87
B. FREIGHT - IN \$ 56.28
C. MATERIALS PURCHASED \$ 65.57
D. CAPITAL IMPROVEMENT FUND \$ 96.50
E. \$
F. \$

Total Company Bills \$ 43,954.12

Less Advance Rental or % of
Cost Sharing CONTRIBUTION FROM \$ 40,000.00
CITY OF HAMILTON

Net Company Bills \$ 3,954.12 3,954.12

Net to Company Cheque # \$ 4,480.88

R. Ali Filippo
HAMILTON PLACE

COMPANY MANAGER



Hamilton
Entertainment
and Convention
Facilities Inc.

Attachment #2

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT OF THE AUDIT/FINANCE COMMITTEE

To The Hamilton Entertainment and Convention Facilities Inc.

Members of the Board:

The Audit/Finance Committee presents its ELEVENTH Report and respectfully recommends:

1. That the contract for Stage Floor Reinforcement be awarded to the lowest bidder, Ruffell Construction for \$18,998 and that the Personnel Hoist be awarded to the lowest bidder, Steeplejack Services Limited for \$28,400, designating the Hamilton Place Capital Improvement Surcharge Fund as the recommended source of funds.

2. That the balance of \$19,000 the City Pledge in the total amount of \$50,000 for 1986 relative to the Canadian International Animation Festival be held in escrow for Hamilton Place expenses until the funding source is determined by the City of Hamilton.

Note: The City of Hamilton has pledged \$50,000 to the 1986 Festival in "cash and services". Ten thousand (\$10,000) has already been paid by the City directly to the Festival. The HECFI Board, at its May 9, 1986 meeting agreed to finance \$21,000 from the Special Events Subsidy Fund to cover Hamilton Place's licence fee or rental for the festival from September 29 - October 4, 1986. The balance of the City pledge that now remains is \$19,000 with the source of funding to be determined. The \$19,000 is required to cover \$10,000 in estimated stage labour (I.A.T.S.E.) costs and \$9,000 in equipment rentals. These amounts will be paid by Hamilton Place.

3. That the 1987 - 1991 Capital Budget Programme (attached as Schedule "A") for HECFI be approved prior to being submitted to the City's Executive Committee for approval.
4. That the 1987 - 1991 Capital Budget Programme (attached as Schedule "B") for CUP be approved prior to being submitted to the City's Executive Committee for approval.



HAMILTON PLACE

attachment 3

REPORT TO THE HECFI AUDIT AND FINANCE COMMITTEE FROM THE HAMILTON PLACE COMMITTEE

September 30, 1986

SUBJECT: HAMILTON PLACE COSTS FOR CANADIAN INTERNATIONAL ANIMATION FESTIVAL
- ADDITIONAL TO \$21,000 PREVIOUSLY APPROVED

RECOMMENDATION:

That the Audit and Finance Committee request that the balance of the City pledge to the Festival (\$50,000 for 1986) be dedicated to Hamilton Place expense of providing labour and equipment and that the source of funds be determined.

It was MOVED by Alderman Wheeler, seconded by Mr. Casey

THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THAT THE BALANCE OF THE CITY PLEDGE (\$19,000) BE HELD IN ESCROW FOR HAMILTON PLACE EXPENSES UNTIL THE FUNDING SOURCE IS DETERMINED.

MOTION CARRIED

BACKGROUND:

The City of Hamilton has pledged \$50,000 to the 1986 Festival in "cash and services." The space rental and staffing cost (\$21,000) was approved by the Board in April 1986 and the Special Events Subsidy Fund designated as the source of funds. Ten Thousand Dollars (\$10,000) was paid by the City directly to the Festival. Nineteen Thousand Dollars (\$19,000) remains of the City pledge with the source of funds as yet to be determined. The cost of stage labour (I.A.T.S.E.) is estimated at \$10,000 for the week and rental of equipment is \$9,000. These amounts will be paid by Hamilton Place. Purchase orders for equipment have been issued.

RESPECTFULLY SUBMITTED

David M. Hector, Chairman

Jean Faris, Secretary

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Hamilton Place Committee Seventh Report



HAMILTON PLACE

REPORT OF THE HAMILTON PLACE COMMITTEE

To the HECFI Members of the Board:

The HAMILTON PLACE COMMITTEE presents its SEVENTH REPORT.

The Committee met on September 25, 1986. The following information items and recommendations are forwarded for the Board's consideration.

1) RECOMMENDATION:

The terms of agreement between HECFI and I.A.T.S.E., Local 129 - September 1, 1986 to August 31, 1988 - negotiated by Mr. Burrows and Mr. Conacher with the I.A.T.S.E. Committee, be approved and forwarded to the HECFI Board. It was

MOVED by Alderman Wheeler, seconded by Dr. Bart that

IN CONSIDERATION OF THE RECENT CONTRACT ENTERED INTO WITH I.A.T.S.E., LOCAL 129 FOR COPPS COLISEUM, THE TERM OF THAT AGREEMENT AND THE BOARD'S INSTRUCTION THAT A TWO YEAR AGREEMENT FOR HAMILTON PLACE IS IN THE CORPORATION'S BEST INTERESTS, THE HAMILTON PLACE COMMITTEE RECOMMENDS APPROVAL OF THE NEGOTIATED TERMS WHICH MAINTAIN THE STATUS QUO WITH AN INCREASE IN SCHEDULED RATES OF PAY. THE COMMITTEE FURTHER RECOMMENDS THAT MANAGEMENT GIVE EIGHT MONTHS ADVANCE NOTICE FOR THE BEGINNING OF NEGOTIATION ON THE NEXT CONTRACT.

MOTION CARRIED.

2) RECOMMENDATION: It was

MOVED by Dr. Bart, seconded by Alderman Wheeler that

THE CONTRACT FOR STAGE FLOOR REINFORCEMENT BE AWARDED TO THE LOWEST BIDDER, RUFFELL CONSTRUCTION FOR \$18,998 AND THAT THE PERSONNEL HOIST BE AWARDED TO THE LOWEST BIDDER, STEEPLEJACK SERVICES LIMITED FOR \$28,400, DESIGNATING THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND AS THE RECOMMENDED SOURCE OF FUNDS.

MOTION CARRIED.

3) CAPITAL IMPROVEMENT SURCHARGE, HAMILTON PLACE

The Director of Hamilton Place will prepare a Recommendation and Background Material for presentation to the City Executive Committee by a delegation of HECFI Directors at the Executive Committee meeting at 2:00 p.m. on Thursday, October 2, 1986.

RECOMMENDATION ATTACHED.

..... 2

REPORT OF HAMILTON PLACE COMMITTEE

Attachment
October 1, 1986

4) CANADIAN INTERNATIONAL ANIMATED FILM FESTIVAL - HAMILTON '86:

INFORMATION:

The City of Hamilton has pledged support in the total amount of \$150,000 - \$50,000 a year for three years, beginning in 1986 - in "cash and services."

- Ten Thousand Dollars (\$10,000) has been paid to CIAF by the City directly.
- Twenty-One Thousand Dollars (\$21,000) has been approved for payment from the HECFI Special Events Subsidy Fund - to the Hamilton Place operating account, 1986, for the cost of space rental and front of house staff.
- Nineteen Thousand Dollars (\$19,000) remains of the City pledge.
- The cost of equipment and stage labour (including projectionists) is estimated at \$21,000.
- Source of funds to complete the City's commitment has yet to be identified.

- RECOMMENDATION:

That no further payments be made directly to the Festival Board.

It was

MOVED by Alderman Wheeler seconded by Mr. Casey that

THE HECFI BOARD BE INFORMED OF HAMILTON PLACE EXPOSURE AND THAT IT BE RECOMMENDED THAT THE \$19,000 REMAINING OF THE CITY'S PLEDGE BE HELD IN ESCROW UNTIL FUNDING SOURCES ARE DETERMINED AND HAMILTON PLACE ACTUAL EXPENDITURES ON BEHALF OF THE FESTIVAL ARE DOCUMENTED.

MOTION CARRIED.

5) CAPITAL BUDGET SUBMISSION

INFORMATION:

Three Capital Budget items, as presented by the Director and the Director of Finance, were approved by the Hamilton Place Committee

6) PROGRAMMING UPDATE

The Director is projecting Great Hall Net Revenue of no less than \$300,000 by December 31, 1986.

A full fall schedule should result in reversing the August 31 short-fall of \$35,000.

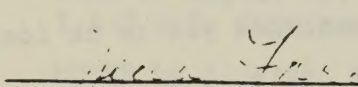
October 1, 1986

7) SCHOOL PROGRAMMING - ASSISTANT DIRECTOR'S REPORT

A list of the 1986/87 programming for schools in the Studio Theatre was circulated to members of the Committee. Mr. Ellison noted that there would be a total of 89 performances by 14 companies of English and French Theatre, Story Telling, Music, Ballet, Opera, Puppets, Dance and Mime to a potential audience of 25,000 in 250 schools in the City of Hamilton and Wentworth and Halton Counties. He stated that this is a completely unique programme in Canada.

RESPECTFULLY SUBMITTED

David M. Hector, Chairman



Jean Faris, Secretary

October 1, 1986



Hamilton
Entertainment
and Convention
Facilities Inc.

FROM: HECFI BOARD OF DIRECTORS

DATE: October 1, 1986

☒ FOR INFORMATION

TO: Mr. J. J. Schatz
Secretary
EXECUTIVE COMMITTEE

☒ FOR ACTION

SUBJECT: CAPITAL IMPROVEMENT SURCHARGE, HAMILTON PLACE

RECOMMENDATION:

THAT THE CAPITAL IMPROVEMENT SURCHARGE, HAMILTON PLACE BE ADMINISTERED AND CONTROLLED BY THE HECFI BOARD AND, THAT THE CITY TREASURER BE ADVISED OF ALL DISBURSEMENTS AUTHORIZED BY THE BOARD.

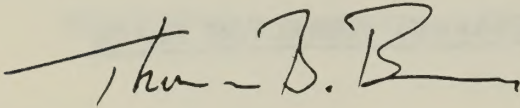
BACKGROUND:

- At the September 12th, 1986 meeting of the HECFI Board of Directors it was recommended that a delegation comprised of members of the Audit & Finance Committee appear to discuss the administration of a special reserve account : Capital Improvement Surcharge, Hamilton Place.
- This special reserve established by the former Hamilton Performing Arts Corporation, Inc. at it's meeting of October 28, 1982 (minutes attached) was approved for implementation by letter (attached) of confirmation from Mr. J. J. Schatz, Secretary, Finance Committee dated March 10, 1983.
- A letter to Mr. E. C. Matthews, Treasurer and Commissioner of Finance is a summary of previous correspondence, a description of the fund designated for "necessary replacement, improvement, and repair" to Hamilton Place.
- The separate reserve status was confirmed on January 31, 1985 on the recommendation of Mr. Matthews to the Finance Committee dated January 18, 1985.

Capital Improvement Surcharge
Hamilton Place

- The administration and control of this reserve account previously the responsibility of the Hamilton Place Board, is now the responsibility of Hamilton Entertainment and Convention Facilities which proposes to dedicate the proceeds of this patron surcharge to necessary expenditures for the proper maintenance of the Hamilton Place facility.

Respectfully submitted,



Thomas Burrows
Director
HAMILTON PLACE THEATRE

Attachments

cc: HECFI Board of Directors
Mr. B. Conacher, Managing Director/CEO
Audit & Finance Committee



Hamilton
Entertainment
and Convention
Facilities Inc.

Attachment 6.1.2
Can. Animation Fest
Request

Attachment #5

FROM: T. Burrows, Director, HAMILTON PLACE DATE: April 25, 1986

☐ FOR INFORMATION

TO: BOARD OF DIRECTORS

☒ FOR ACTION

SUBJECT: CANADIAN INTERNATIONAL ANIMATION FESTIVAL INC.
SEPTEMBER 29 - OCTOBER 4, 1986 - HAMILTON
PLACE

RECOMMENDATION:

That the Board of Directors approve the following:

the Hamilton Place Committee, having considered the positive aspects for the City of Hamilton of hosting an annual Canadian International Animation Festival and determined a fair rental figure sufficient to cover direct and indirect costs, requests that the Board approve crediting the Hamilton Place 1986 Operating Budget with \$21,000. from the Special Events Subsidy Fund.

BACKGROUND:

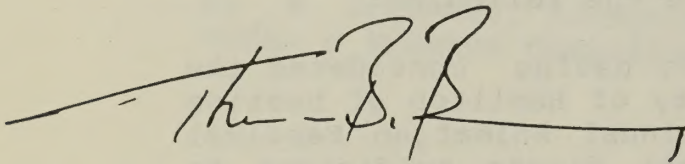
- The minimum acceptable recovery under a rental agreement that provides all available space and full staffing (front-of-house staff, cleaners and supervisory personnel) for six (6) fifteen (15) hour days is \$21,000.
- The Director has endorsed the activity for Hamilton Place. See attached letter of February 6, 1986 to Director of Marketing (attachment number 1).
- Commitments have been made by the City of Hamilton (see attachment number 2).
- The HECFI Board has not yet had the opportunity to consider Policy and Procedures for the use of the newly established Special Events Subsidy Fund. The Managing Director will bring forward a recommendation at the May 9th Board Meeting.

- The Hamilton Place operating budget for 1986 must recover a fair rental in order to maintain net revenue projections.

NOTE:

The Hamilton Place Committee, at its meeting April 25, 1986, approved the recommendation; the Audit & Finance Committee, at its April 29th meeting, approved funding from the 1986 Operating Budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'T. Burrows', with a long horizontal line extending to the right.

T. Burrows, Director

ROBERT M. MORROW
MAYOR



COPY

Attachment #2
attachment #6

1986 March 21

Mr. Frederik Manter
Chairman of the Board
The Canadian International
Animation Festival
217 George Street
Toronto, Ontario
M5A 2M9

Dear Mr. Manter:

Thank you so much for your very informative and interesting letter concerning the possibility of Hamilton hosting the 1986 Canadian International Animation Festival and becoming "home" to the festival in future years.

I am very encouraged by your enthusiastic endorsement of locating this prestigious event in the City of Hamilton and I can assure you so are the members of the Hamilton City Council. It will be a great honour for us to be the host city for the participants from all across the world.

I can assure you that the City of Hamilton, particularly through my office and that of the Hamilton Entertainment and Convention Facilities Inc., will assist in providing world class hosting of your event.

At this time I am pleased to pledge \$50,000.00 per annum in cash and services towards hosting the 1986 Festival with the same amount in the following two years. The current Council can commit itself only for the current three year term, but I am certain the future Council would be willing to participate to the same extent.

Thank you so much for your very keen interest in proving that "Hamilton Has It". I look forward to future communications and meetings with you to ensure that we are doing everything possible to make your Festival an annual event in our city.

Yours sincerely,

Robert M. Morrow

Robert M. Morrow
Mayor

RMM:DAC:em

cc: Mr. R. Roncarelli
Mr. F. Bogden
Mr. G. Macaluso

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